

2017 Report on Women's Earnings in California State Civil Service Classifications

California Department of Human Resources
Office of Civil Rights and
Workforce Development Division
1515 S Street, North Building, Suite 500
Sacramento, California 95811

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Purpose of the Report

The California Department of Human Resources (CalHR) prepared this report for the Legislature in accordance with Government Code section 19827.2. The law requires CalHR to review information relevant to the setting of salaries for “female-dominated” occupations. The intent of the legislation is to establish a foundation for setting salaries for female-dominated jobs based on comparability of the value of work to other classes within state civil service.

Since 1983, CalHR and its predecessor, the Department of Personnel Administration, have set salaries and other terms and conditions of employment for the majority of civil service employees based on Memoranda of Understanding (MOU) agreed to in bargaining between the State of California and exclusive representatives. Government Code section 3517 provides that actions to adjust employee compensation occur through collective bargaining following the meet-and-confer process. Rank and file and management classifications receive wage differentials based on merit and seniority. No state classification imposes wage differentials based on employee gender.

CalHR adjusts the salaries for employee classifications excluded from collective bargaining, taking into consideration market compensation surveys of large public sector employers, geographical labor market needs, recruitment and retention issues, the employer’s ability to pay, and the state salary structure.

This report is based on data for the period 2007 through 2017 as well as contextual data from 2017.¹ The comparison data are American Community Survey single-year estimates.

Authority to compile this report derives from Title 2, Division 5, Part 2 of the California Government Code, and does not include information for those exempted from civil service status under Article VII, Section 4 of the California State Constitution.

This report may be viewed and/or printed from CalHR’s web site: calhr.ca.gov

Executive Summary

The California Department of Human Resources (CalHR) is committed to closing the gender pay gap in state civil service. In September 2019, Governor Newsom convened a full day of meetings for Executive Branch leaders to discuss how we can achieve a state workplace that is diverse, equitable, and reflects the values of a California for All. Among the topics discussed was addressing the gender pay gap. From these meetings, a task force was established to make recommendations to address pay equity.

Based on future recommendations from the California Leads Task Forces, CalHR plans to report women’s earnings data differently going forward. There are efforts under way to look at reporting at the department level as well as providing analysis within bargaining units. CalHR is also considering creating dashboards that allow for real-time data reporting using SCO data files displayed on CalHR’s website. These changes will allow CalHR to catch up on the data reporting, as the reports are currently late by two years, and will make the report more meaningful going forward.

¹ Sources of data are the California State Controller’s Office and the United States (U.S.) Census Bureau.

The median earnings of women working in the California state civil service (civil service) as of December 2017 was 83 percent of the median earnings of men in civil service, producing a 17 percent gender pay gap. This gap is mainly due to the low representation of women in higher paid occupational groups in civil service.

Other states have found ways to improve their pay gap. In 1981, the State of Minnesota used the Hay job evaluation system to compare the value of job classifications for their state government employees.² As a result, 200 female-dominated job classifications received pay equity increases and they were able to reduce their gender pay gap by about 20 percent.

Report Updates

In preparing the 2017 Report on Women's Earning in California State Civil Service Classifications, CalHR has made the following changes from the 2016 report.

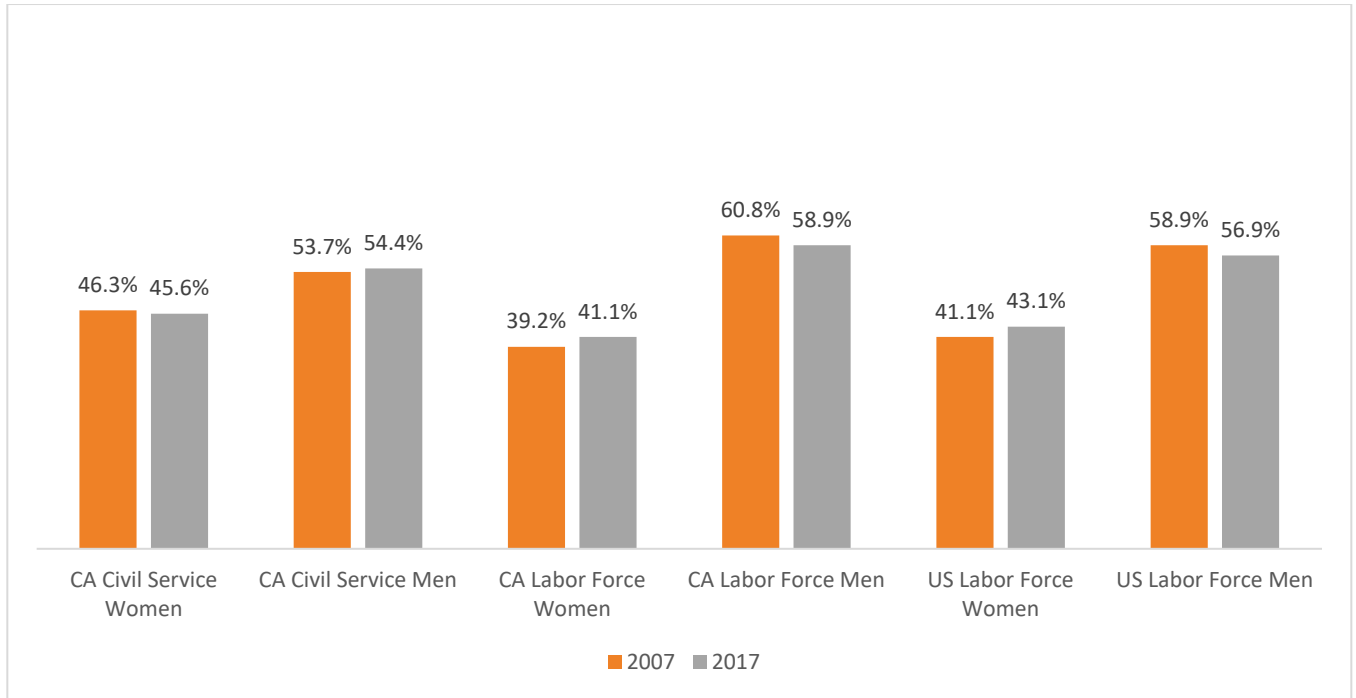
Through study of the State Controller's employment transaction logs, CalHR has refined its process for counting separations and appointments so that employees separating temporarily, for instance due to a medical leave, are no longer counted.

² Pay Equity: The Minnesota Experience. 6th ed., 2016, Legislative Office of Economic Status of Women.

Women in the Workforce

Over the past 10 years, women in civil service decreased by .7 percent, women in the California workforce increased by 1.9 percent, and women in the US workforce increased by 2 percent.

Full-time Employment of Civil Service Workers, the California Labor Force, and the US Labor Force by Gender from 2007 to 2017



Comparing Gender Pay Gaps

The “gender pay gap” is the salary difference between women and men workers. Annually the median salary of male employees is compared to the median salary of female employees. This “dollar” difference is converted to a percentage difference of the female median to the male median. A gap of 20 percent would mean that females earn 80 percent of the male median salary.

Median Pay Gap

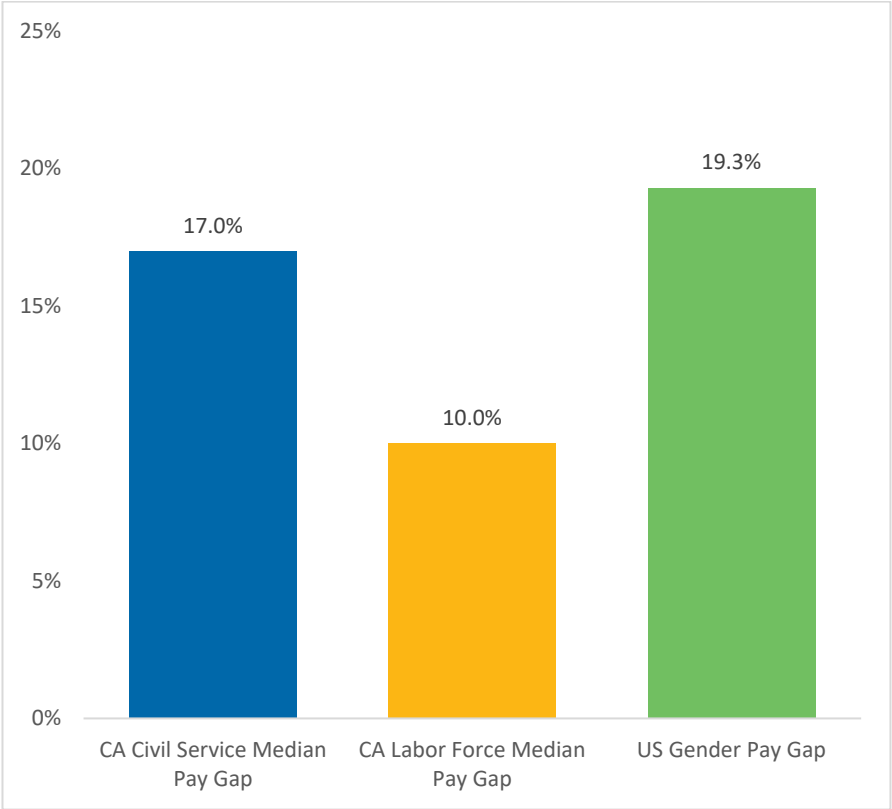
The gender pay gap for full time employees in civil service is currently 17 percent. The median earnings of women working in civil service are 83 percent of the median earnings of men working in civil service.

The California civil service gender pay gap is lower than the national labor force figure of 19.3 percent³ as reported by the United States Census Bureau in their American Community Survey data for 2017. The Census Bureau bases its figure on the median earnings of full-time wage and salary workers, ages 16 years and older. For the same period, the Census Bureau reported that the gap between female and male workers in California was 10 percent.⁴ Although the gender pay gap for civil service employees is less than the US pay gap, it is greater than the pay gap for all workers in California, as illustrated in the following chart. The gap decreased in all three categories this year. The decrease was largest in the civil service and was second largest in the California labor force.

³ “S2412: Occupation by Sex and Median Earnings in the Past 12 months (in 2017 Inflation-Adjusted) for Full-Time, Year-Round Civilian Employed Population 16 Years and Over.” American Community Survey, US Census Bureau, U.S. Department of Commerce.

⁴ “S2402: Occupation by Sex and Median Earnings in the Past 12 months for Full-Time, Year-Round Civilian Employed Population 16 Years and Over.” American Community Survey, US Census Bureau, U.S. Department of Commerce.

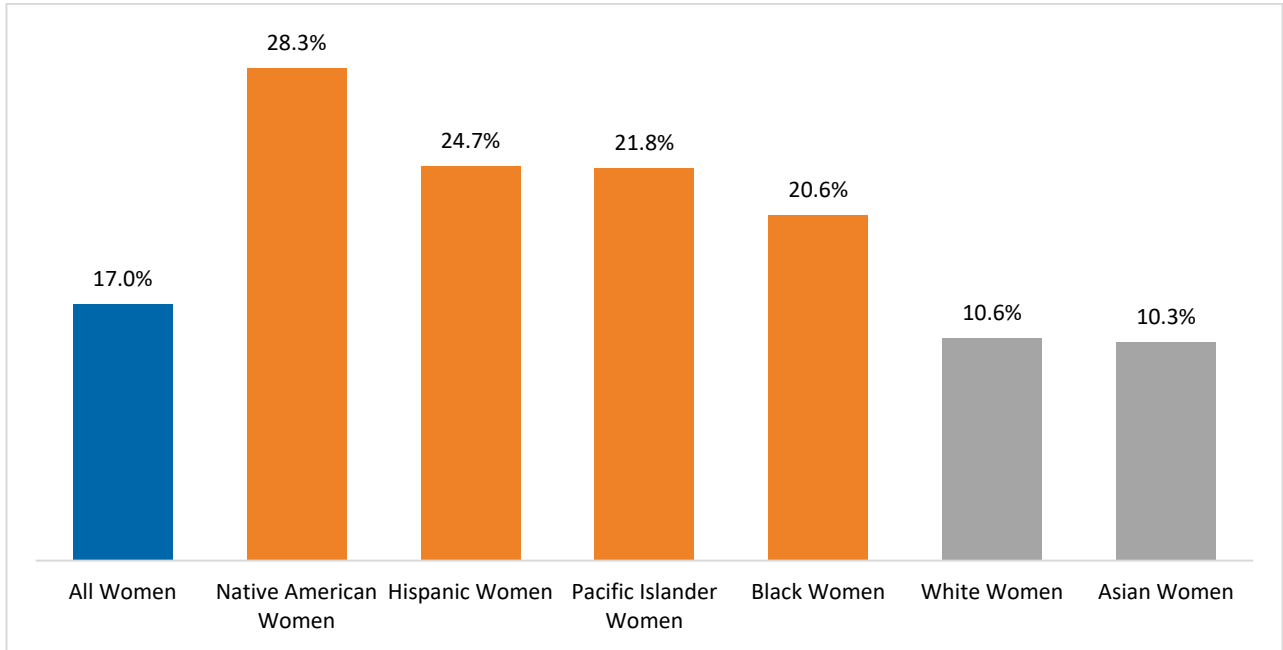
Median Gender Pay Gap of the US, California Civil Service Workers, and the California Labor Force for 2017



Median Gender Pay Gap by Race

The civil service median gender pay gaps for Native American, Hispanic, Pacific Islander,⁵ and Black Women are higher than the overall gender pay gap of 17 percent. The median gender pay gap for White and Asian⁶ Women is below the overall gender pay gap of 17 percent.

Civil Service Median Gender Pay Gap for Women by Race



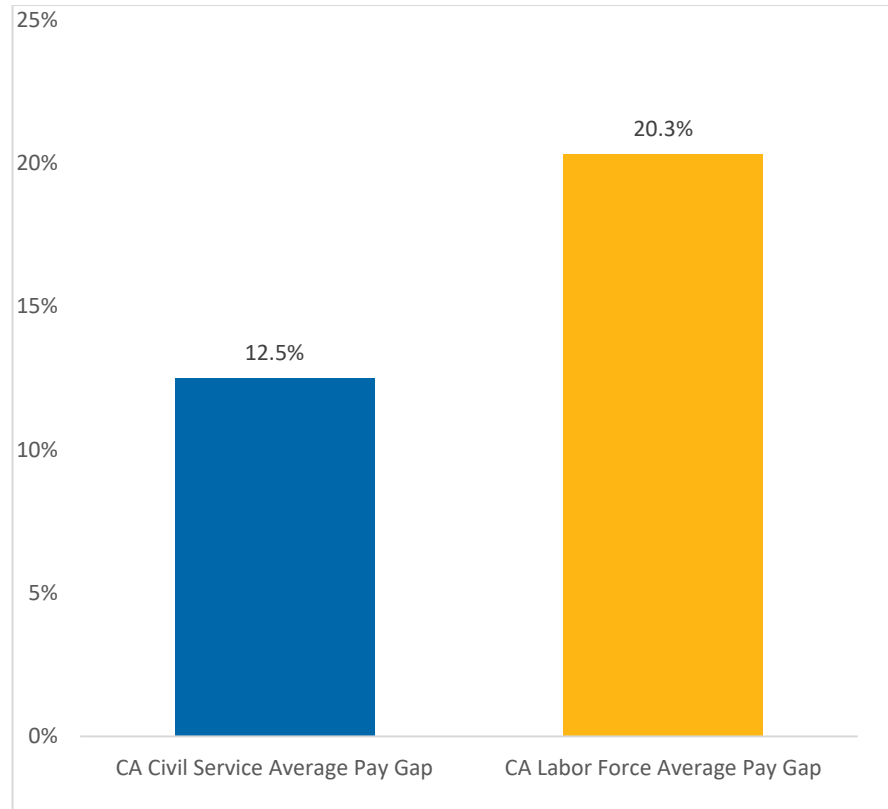
⁵ Includes Guamanian, Hawaiian, Samoan, and other Pacific Islander.

⁶ Includes Cambodian, Chinese, Filipino, Indian, Japanese, Korean, Laotian, Vietnamese, and other Asian.

Average Pay Gap

When assessing the average pay gap, civil service was at 12.5 percent, which was lower than the 20.3 percent in the labor force.

Average Gender Pay Gap of Full Time Workers in the California Civil Service and the California Labor Force for 2017



Women's Occupations in Civil Service Compared to California

Historically, we have seen that female-dominated classifications have been lower paying than the traditionally male-dominated classifications. These lower paying classifications, such as office or business and financial jobs, influence the pay gap. The occupational group comparison table shows the percentage of women employed full-time in each occupational group in civil service and in the labor force during 2017.

When compared to 2016, the State of California (state) still employed a greater percentage of women than the labor force in higher-paying fields such as science, technology, engineering, and mathematics (STEM), legal careers, and management. The state also employed more women in traditionally male-dominated construction-related jobs than the California labor force. While these employment gains are encouraging, there were also more women in lower-paying occupations such as Office and Administrative Support as well as Farming, Fishing, and Forestry occupations. The gender pay gap can be reduced if departments make efforts to recruit more women to apply for higher salary positions and women become more evenly represented across a variety of occupations.

Occupational Group Comparison of Full-Time Women Employees in the Civil Service and Labor Force

Occupational Group	Civil Service Percentage of Women	Labor Force Percentage of Women
Architecture and Engineering	19.8%	16.9%
Arts, Design, Entertainment, Sports, and Media	46.6%	41.0%
Building and Grounds Cleaning and Maintenance	28.6%	31.7%
Business and Financial Operations	67.9%	54.8%
Community and Social Service	49.1%	64.0%
Computer and Mathematical	37.1%	24.1%
Construction and Extraction	4.3%	1.8%
Education, Training, and Library	51.9%	68.9%
Farming, Fishing, and Forestry	32.8%	29.2%
Food Preparation and Serving Related	46.0%	41.5%
Healthcare Practitioners and Technical	64.7%	67.0%
Healthcare Support	85.6%	81.6%
Installation, Maintenance, and Repair	3.8%	3.3%
Legal	55.8%	52.4%
Life, Physical, and Social Science	48.6%	45.8%
Management	45.3%	38.9%
Office and Administrative Support	75.1%	67.3%
Personal Care and Service	65.4%	73.0%
Production	10.4%	28.5%
Protective Service	13.1%	18.2%
Sales and Related	49.8%	42.2%
Transportation and Material Moving	10.2%	15.8%
Uncategorized	71.9%	No Data

Employment by Occupational Category

Protective Services make up 21.3 percent of the full time state civil service workforce and employ 5,580 (13.1 percent) women compared to 36,959 (86.9 percent) men. There is no pay gap between women and men and the median salary is \$86,340. In the labor force, there are 18.2 percent women in this category. The Business and Financial Operations jobs are the next highest represented occupational group in civil service at 20.9 percent of the state civil workforce and employ 28,319 (67.9 percent) women compared to 13,390 (32.1 percent) men. There is no significant pay gap between men and women and the median salary for women is \$69,768 while the median salary for men is \$69,792. In the labor force, there are 54.9 percent women in this category.

Occupational Group Comparison of Full Time Employees by Gender for Civil Service

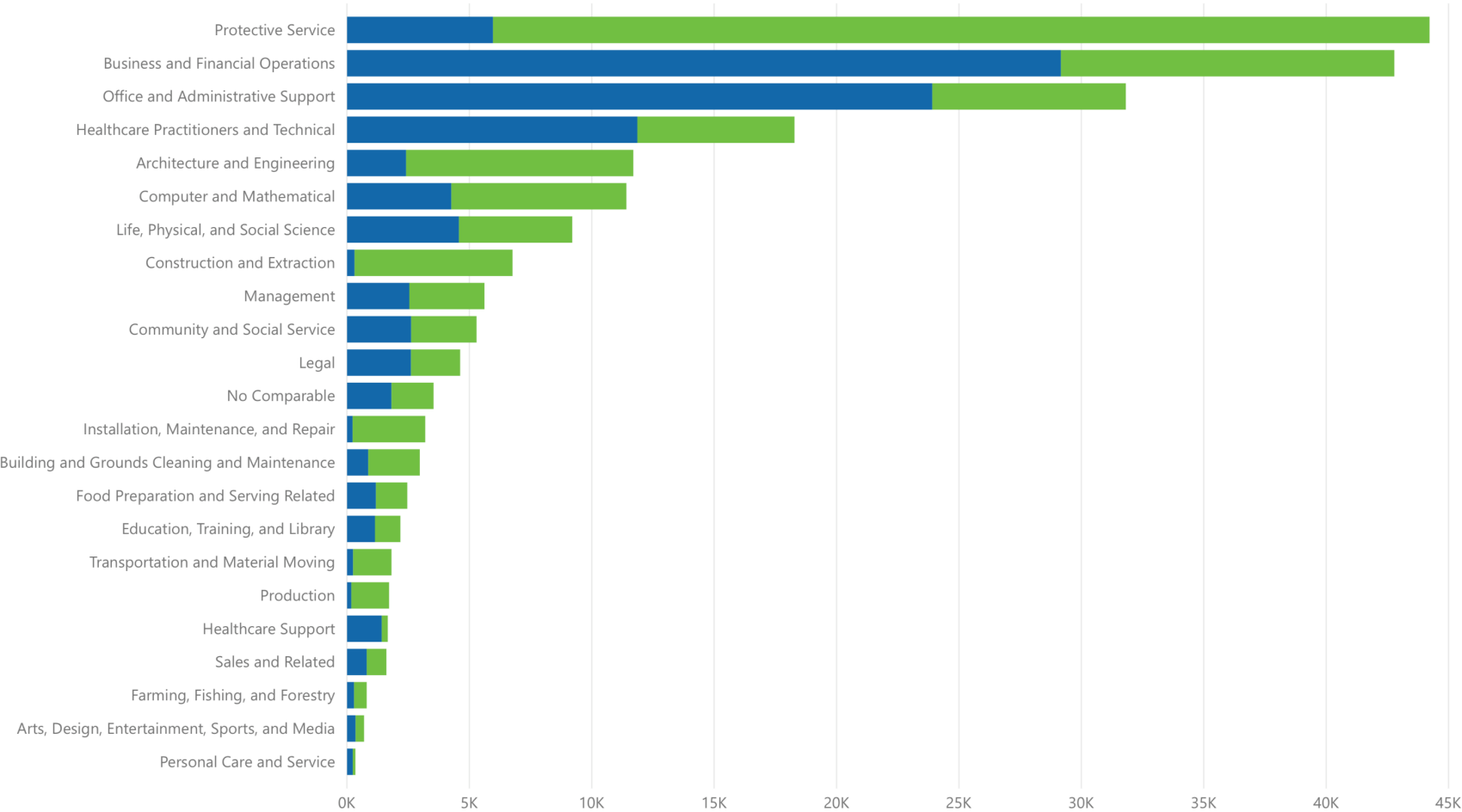
Job Category	Number of Male Employees	Percentage of Men	Number of Female Employees	Percentage of Women	Total Employees in Job Category
Architecture and Engineering	9,168	80.2%	2,264	19.8%	11,432
Arts, Design, Entertainment, Sports, and Media	336	53.4%	293	46.6%	629
Building and Grounds Cleaning and Maintenance	2,037	71.4%	816	28.6%	2,853
Business and Financial Operations	13,390	32.1%	28,319	67.9%	41,709
Community and Social Service	2,645	50.9%	2,555	49.1%	5,200
Computer and Mathematical	7,093	62.9%	4,187	37.1%	11,280
Construction and Extraction	5,577	95.7%	253	4.3%	5,830
Education, Training, and Library	1,003	48.1%	1,082	51.9%	2,085
Farming, Fishing, and Forestry	168	67.2%	82	32.8%	250
Food Preparation and Serving Related	1,209	54.0%	1,030	46.0%	2,239
Healthcare Practitioners and Technical	6,108	35.3%	11,212	64.7%	17,320
Healthcare Support	227	14.4%	1,348	85.6%	1,575
Installation, Maintenance, and Repair	2,680	96.2%	107	3.8%	2,787
Legal	1,993	44.2%	2,516	55.8%	4,509
Life, Physical, and Social Science	4,118	51.4%	3,896	48.6%	8,014
Management	3,064	54.7%	2,542	45.3%	5,606
Office and Administrative Support	7,172	24.9%	21,603	75.1%	28,775
Personal Care and Service	55	34.6%	104	65.4%	159
Production	1,538	89.6%	178	10.4%	1,716
Protective Service	36,959	86.9%	5,580	13.1%	42,539
Sales and Related	725	50.2%	719	49.8%	1,444
Transportation and Material Moving	1,245	89.8%	142	10.2%	1,387
Uncategorized	85	28.1%	218	71.9%	303
Total by Gender	108,595	54.4%	91,046	45.6%	199,641

Civil Service by Occupational Group and Gender

This bar chart shows the number of civil service employees by occupational groups and gender from the highest to lowest representation.

Employees by MajorTitle and Gender

Gender ● F ● M



**Percentage of Full Time Employees and Pay Gap by Occupational Group of
CA Civil Service and CA Civilian Labor Force**

Major Occupational Groups	CA Civil Service Employees	CA Civilian Labor Force	CA Civil Service Median Pay Gap	CA Civilian Labor Force Median Pay Gap	CA Civil Service Average Pay Gap	CA Civilian Labor Force Average Pay Gap
All Occupations	N/A	N/A	17.02%	10.00%	12.48%	20.32%
Architecture and Engineering	5.73%	2.58%	0.29%	18.00%	3.94%	18.00%
Arts, Design, Entertainment, Sports, and Media	0.32%	2.58%	-1.10%	13.33%	-2.14%	15.08%
Building and Grounds Cleaning and Maintenance	1.43%	3.73%	0.00%	28.57%	5.41%	28.34%
Business and Financial Operations	20.89%	5.65%	0.00%	16.00%	1.07%	23.53%
Community and Social Service	2.60%	1.74%	12.59%	-4.17%	7.57%	0.93%
Computer and Mathematical	5.65%	4.31%	0.00%	15.00%	-0.14%	19.49%
Construction and Extraction	2.92%	5.40%	2.07%	-4.17%	0.66%	-19.88%
Education, Training, and Library	1.04%	4.67%	2.78%	14.29%	5.38%	19.01%
Farming, Fishing, and Forestry	0.13%	1.81%	4.62%	33.33%	3.13%	36.32%
Food Preparation and Serving Related	1.12%	3.75%	24.16%	8.00%	12.45%	17.53%
Healthcare Practitioners and Technical	8.68%	5.15%	9.30%	11.76%	19.40%	32.19%
Healthcare Support	0.79%	1.62%	-0.31%	14.29%	-12.78%	22.54%
Installation, Maintenance, and Repair	1.40%	3.20%	11.04%	1.96%	6.20%	3.96%
Legal	2.26%	1.37%	9.76%	33.33%	8.62%	34.40%
Life, Physical, and Social Science	4.01%	1.10%	-3.13%	6.67%	-1.72%	15.62%
Management	2.81%	12.76%	10.00%	21.05%	10.24%	24.68%
Office and Administrative Support	14.41%	11.99%	0.00%	0.00%	-0.28%	8.53%
Personal Care and Service	0.08%	3.13%	7.95%	16.67%	5.32%	26.01%
Production	0.86%	5.56%	15.52%	32.43%	11.98%	29.68%
Protective Service	21.31%	2.31%	0.00%	24.24%	2.10%	19.88%
Sales and Related	0.72%	9.17%	-15.93%	30.00%	-5.56%	30.14%
Transportation and Material Moving	0.69%	6.41%	-1.55%	29.41%	-0.25%	25.00%
Uncategorized	0.15%	0.00%	0.00%	0.00%	14.50%	0.00%

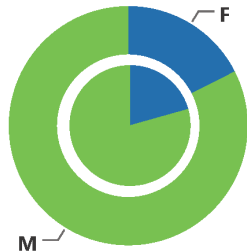
Distribution of Civil Service Employees by Gender and Occupational Categories

To better understand the gender pay gap and where there are areas for improvement, the following breakout and analysis of occupational groups was developed. This section highlights the occupational groups with at least 2 percent of civil service employees, and provides a comprehensive look at their gender representation, pay gap, age, salary, and classification subgroups.

Architecture and Engineering Summary

The Architecture and Engineering occupational group makes up 5.7 percent of the civil service workforce, is made up of 19.8 percent women and 80.2 percent men, and has a median salary of \$114,000 with a pay gap of 0.3 percent. On average, the men in this group are older than the women.

Civil Service - Inner Labor Force - Outer



Number of Workers

Gender	Civil Service	Labor Force
F	2,414	70,420
M	9,284	331,033

Gender	Civil Service	Labor Force
F	2,414	70,420
M	9,284	331,033

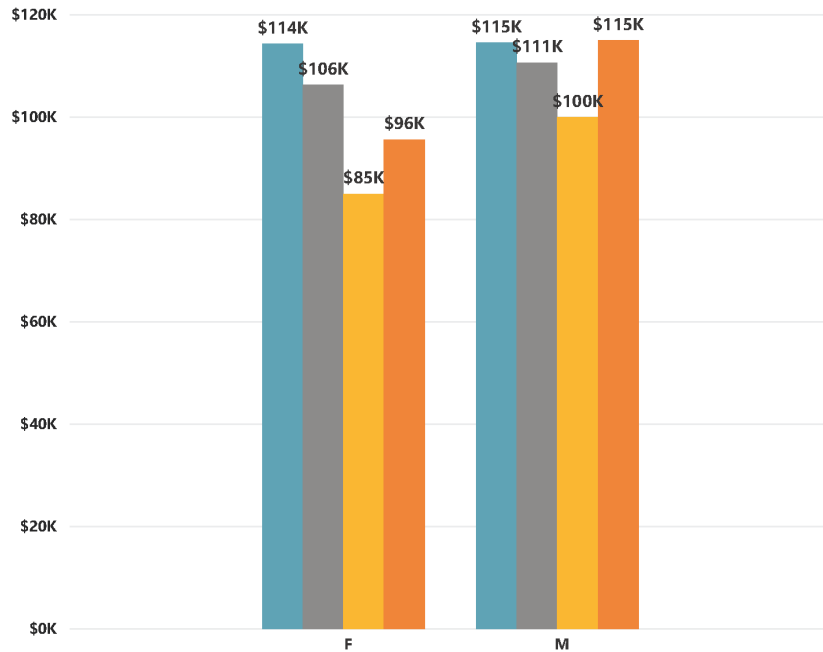
All Civil Service Employees

Gender	Median of Salary
F	\$108,000
M	\$114,576

Gender	Median of Salary
F	\$108,000
M	\$114,576

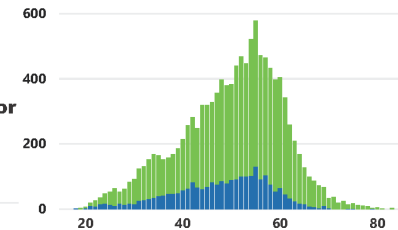
Full-time Salary of Active, Permanent Civil Service and Employed Civilian Labor Force

● Civil Service Median ● Civil Service Average ● Labor Force Median ● Labor Force Average



Civil Service by Age and Gender

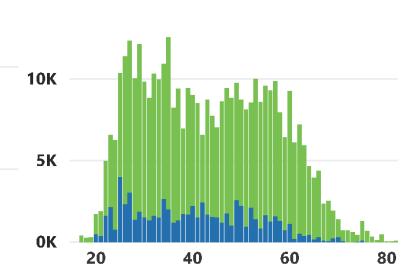
Gender ● F ● M



Gender	Average of Age	Median of Age
F	48	49
M	51	52

Labor Force by Age and Gender

Gender ● F ● M



Gender	Average of Age	Median of Age
F	41	41
M	45	46

Architecture and Engineering Categories and Top Agencies

Of the Architecture and Engineering occupational group, Civil and Environmental Engineers are the two largest subgroups. Combined they make up 65 percent of the Architecture and Engineering occupational group. The Department of Transportation employs 7,479 (66 percent) of the civil service employees in this group.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Civil Engineers	6,310	45,438
Environmental Engineers	1,323	5,830
Electrical and Electronics Engineers	910	41,378
Engineering Technicians, Except Drafters	880	45,738
Industrial Engineers, Including Health and Safety	579	25,549
Surveyors, Cartographers, and Photogrammetrists	509	3,968
Petroleum, mining and geological engineers, including mining safety engineers	333	2,196
Architects, Except Naval	317	30,850
Drafters	216	18,531
Mechanical Engineers	150	28,155
Miscellaneous engineers, including nuclear engineers	133	93,668
Materials Engineers	34	5,889
Chemical Engineers	2	5,776
Biomedical and agricultural engineers	1	2,508
Surveying and Mapping Technicians	1	4,064
Aerospace Engineers	0	28,306
Computer Hardware Engineers	0	12,590
Marine Engineers and Naval Architects	0	1,019
Total	11,698	401,453

Agencies with 100 or more	Employees
Transportation, Department of	7,479
Water Resources, Department of	1,061
Water Resources Control Board	797
Air Resources Board	458
Industrial Relations, Department of	454
General Services, Department of	295
Toxic Substances Control, Department of	202
Conservation, Department of	154
Public Utilities Commission, California	132
Emergency Services, California Governor's Office of	111
Health Planning and Development, Office of Statewide	109

Business and Financial Summary

The Business and Financial occupational group makes up 20.9 percent of the civil service workforce and has over 55 percent women represented in both civil service and labor force. The civil service median and average salary are both \$70,000 for this group, but the average salaries for this group are much lower for both genders when compared to the labor force. The average salary in the labor force for men is \$24,000 more than the average salary for women in the labor force.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
29,165	523,040
Civil Service	Labor Force
M	M
13,622	414,510
Civil Service	Labor Force

All Civil Service

F
\$69,768
Median of Salary
M
\$69,792
Median of Salary

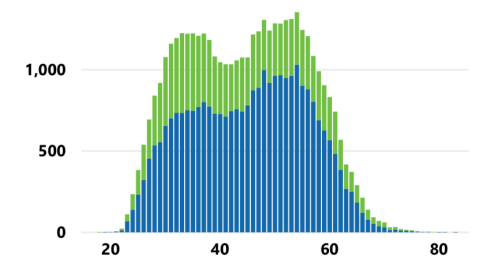
Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average



Civil Service by Age and Gender

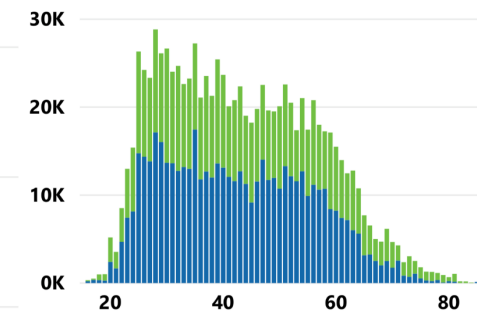
Gender ● F ● M



Gender	Average of Age	Median of Age
F	45	46
M	44	43

Labor Force by Age and Gender

Gender ● F ● M



Gender	Average of Age	Median of Age
F	44	44
M	45	44

Business and Financial Categories and Top Agencies

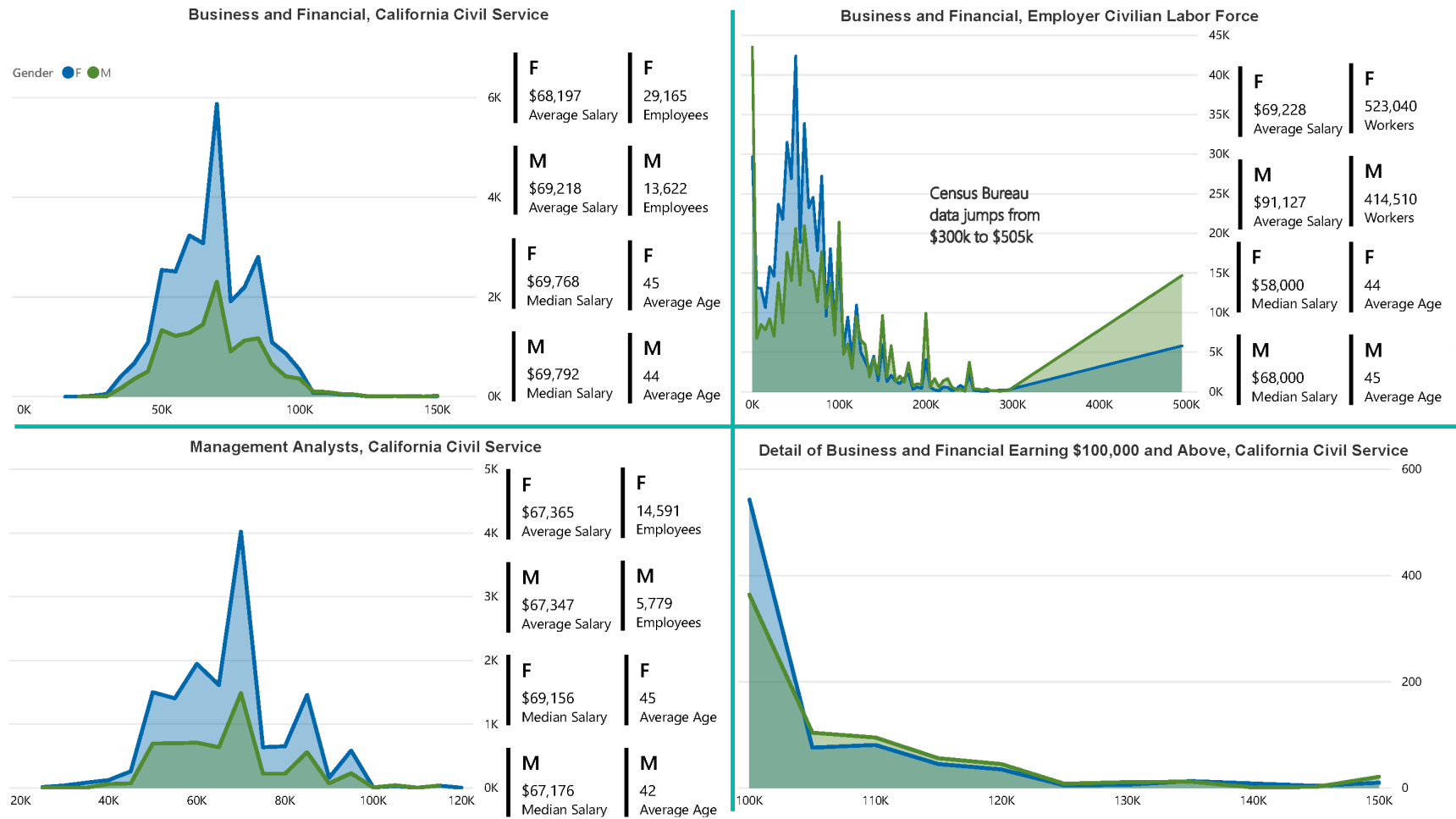
In the Business and Financial occupational group, 48 percent of civil service employees work in the Management Analysts subcategory compared to 12 percent in the labor force. The departments that are the top three employers of this occupational group are the Department of Corrections and Rehabilitation, Franchise Tax Board, and the Department of Social Services.

Department of Labor Broad Standard Occupation, Census Bureau Groupings		
	Employees	Californians
Management Analysts	20,370	111,268
Accountants and Auditors	7,131	259,312
Tax Examiners, Collectors and Preparers, and Revenue Agents	4,431	22,785
Compliance Officers	3,927	28,057
Claims Adjusters, Appraisers, Examiners, and Investigators	2,337	34,217
Miscellaneous Business Operations Specialists	1,537	36,508
Compensation, Benefits, and Job Analysis Specialists	1,166	6,919
Financial Examiners	431	961
Budget Analysts	306	4,338
Financial Analysts and Advisors	295	84,750
Miscellaneous Financial Specialists	175	4,701
Human Resources	130	109,328
Training and Development Specialists	109	12,469
Appraisers and Assessors of Real Estate	93	10,504
Buyers and Purchasing Agents	92	53,528
Meeting, Convention, and Event Planners	85	20,860
Credit Counselors and Loan Officers	72	35,505
Market Research Analysts and Marketing Specialists	55	49,373
Cost Estimators	45	14,528
Agents and Business Managers of Artists, Performers, and Athletes	0	9,884
Credit Analysts	0	998
Fundraisers	0	12,326
Logisticians	0	14,431
Total	42,787	937,550

Agencies with 500 or more	Employees
Corrections and Rehabilitation, California Department of	4,047
Franchise Tax Board	3,907
Social Services, Department of	2,661
Tax and Fee Administration, California Department of	2,638
Employment Development Department	2,221
Transportation, Department of	1,962
Health Care Services, Department of	1,901
Public Health, California Department of	1,892
Consumer Affairs, Department of	1,693
Compensation Insurance Fund, State	1,574
Public Employees' Retirement System, California	1,528
Motor Vehicles, Department of	1,186
General Services, Department of	819
Industrial Relations, Department of	806
Controller, Office of the California State	765
Teachers' Retirement System, California State	759
Justice, Department of	655
Rehabilitation, Department of	634
Education, Department of	597
State Hospitals, Department of	533
Insurance, Department of	532

Business and Financial Analysis

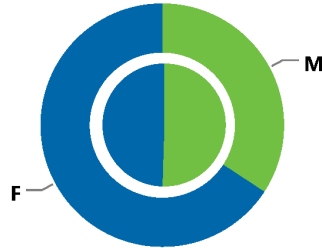
In civil service, the Business and Financial occupational group is made up of 68 percent women. Although there are more women in the group as a whole, the representation of men exceeds the representation of women in almost all of the salary ranges above \$100,000; see section below titled Detail of Business and Financial Earning \$100,000 and Above, California Civil Service.



Community and Social Services Overall

In civil service, the Community and Social Services occupational group is almost 49 percent women and has a median pay gap of 12.6 percent between men and women. The state classifications with the most employees in this category are parole agents and correctional counselors.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
2,621	206,034
Civil Service	Labor Force

M	M
2,674	107,291
Civil Service	Labor Force

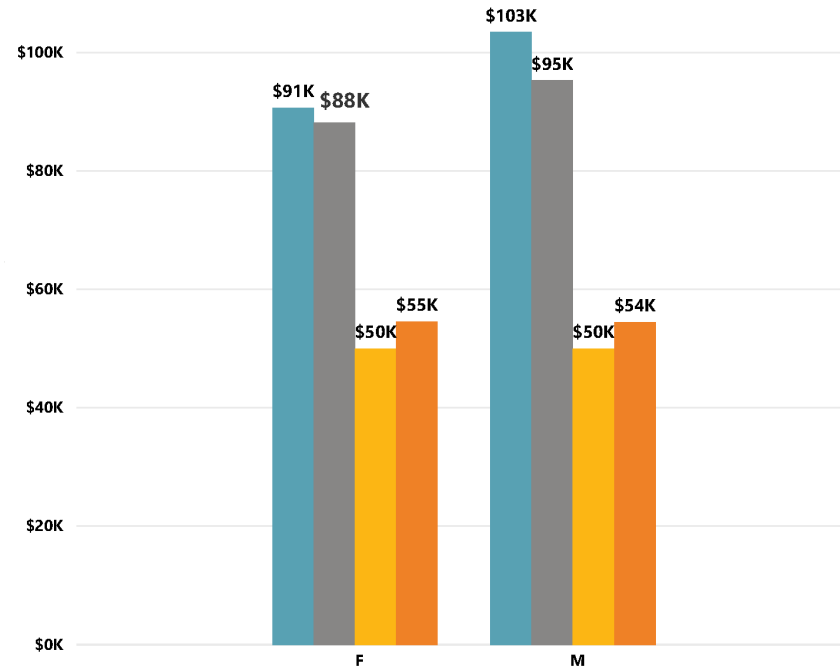
All Civil Service Employees

F
\$90,252
Median of Salary

M
\$102,036
Median of Salary

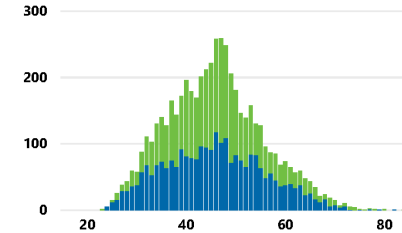
Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average



Civil Service by Age and Gender

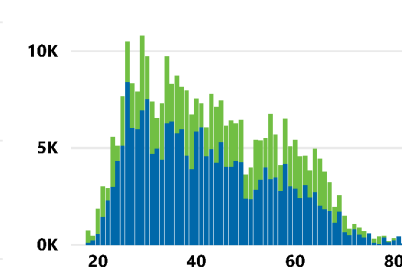
Gender F M



Gender	Average of Age	Median of Age
F	46	46
M	46	46

Labor Force by Age and Gender

Gender F M



Gender	Average of Age	Median of Age
F	43	41
M	46	46

Community and Social Services Categories and Top Agencies

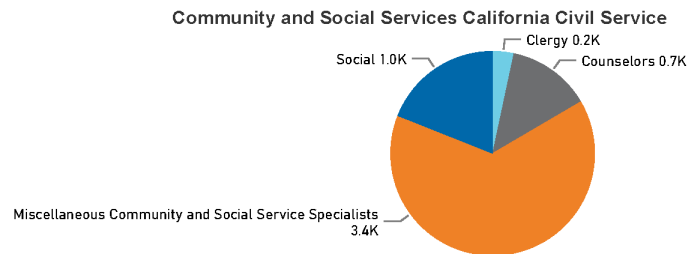
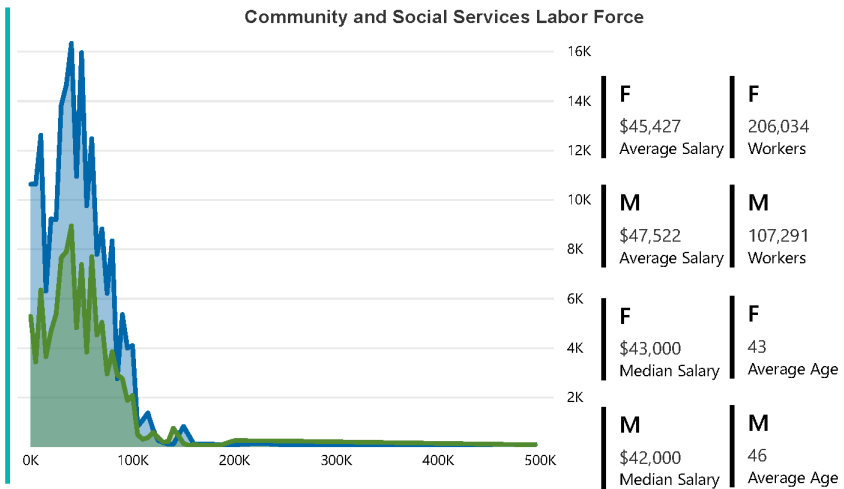
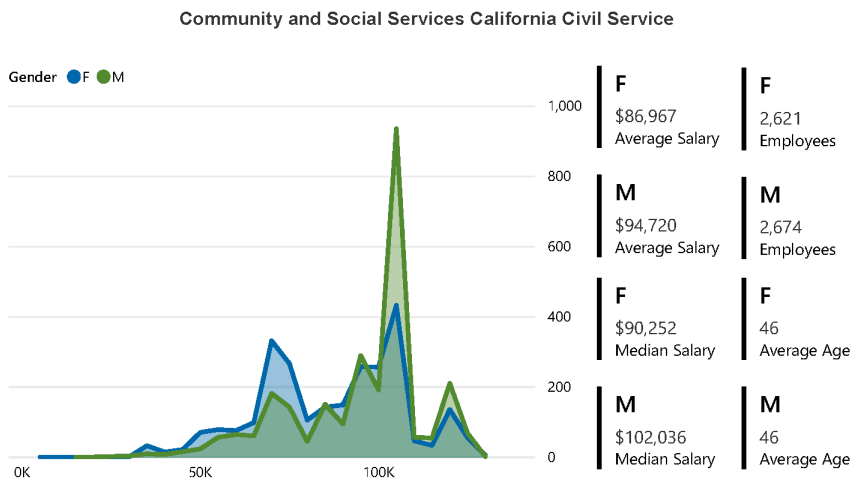
In the Community Social Services occupational group, 64 percent of civil service employees work in the Miscellaneous Community and Social Service Specialists subcategory compared to 16 percent in the labor force. The departments that are the top three employers of this occupational group are the Department of Corrections and Rehabilitation, Department of Rehabilitation, and Department of State Hospitals.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Miscellaneous Community and Social Service Specialists	3,413	48,825
Social	1,005	96,638
Counselors	700	106,618
Clergy	177	41,628
Directors, Religious Activities and Education	0	8,019
Miscellaneous Religious	0	11,597
Total	5,295	313,325

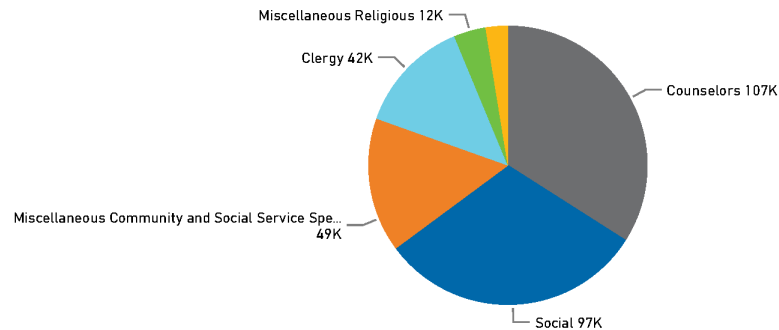
Agencies with 50 or more	Employees
Corrections and Rehabilitation, California Department of	3,990
Rehabilitation, Department of	557
State Hospitals, Department of	320
Developmental Services, Department of	151
Education, Department of	93
Social Services, Department of	69
Veterans Affairs, California Department of	65

Community and Social Services Analysis

The pay gap in the Community and Social Services occupational group is due to higher paying, male-dominated classifications. Of classifications with over 500 employees (shown below), men are the majority of Parole Agents and Correctional Counselors and have a median salary of \$104,148. The other two classifications that have over 500 employees and are represented by a female majority are Clinical Social Worker, which has a median salary of \$89,364 and the Senior Vocational Rehab Counselor, which has a median salary of \$71,040. The pay gap is larger between genders because this occupational group has male-dominated classifications with higher salaries.



Community and Social Services Labor Force



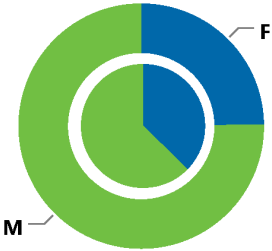
Community and Social Service Classes Over 500 Employees

ClassTitle	F	M
Clinical Social Worker (Health/Correctional Facility)-Safety	610	208
Correctional Counselor I	360	525
Parole Agent I Adult Parole	286	824
Senior Vocational Rehabilitation Counselor, Qualified Rehabilitation Professional	357	147

Computer and Mathematical Summary

In the Computer and Mathematical occupational group, the civil service has a higher representation of women (37.1 percent) than the labor force (24.1 percent). There is no gap between the median and average salary for both women and men in civil service, but the average salaries for this group are much lower for both genders when compared to the labor force.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
4,264	163,766
Civil Service	Labor Force
M	M
7,150	496,448
Civil Service	Labor Force

All Civil Service Employees

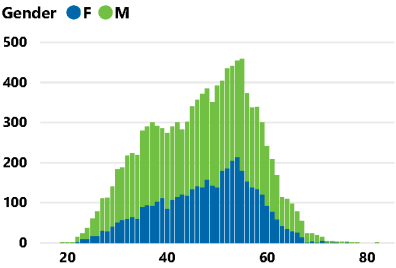
F
\$86,880
Median of Salary
M
\$86,880
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average

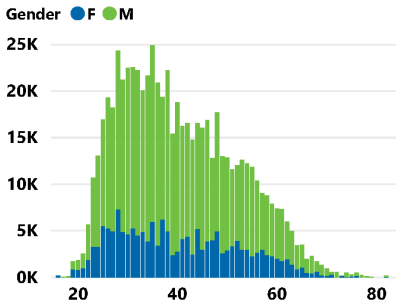


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	48	49
M	46	47

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	41	40
M	41	40

Computer and Mathematical Categories and Top Agencies

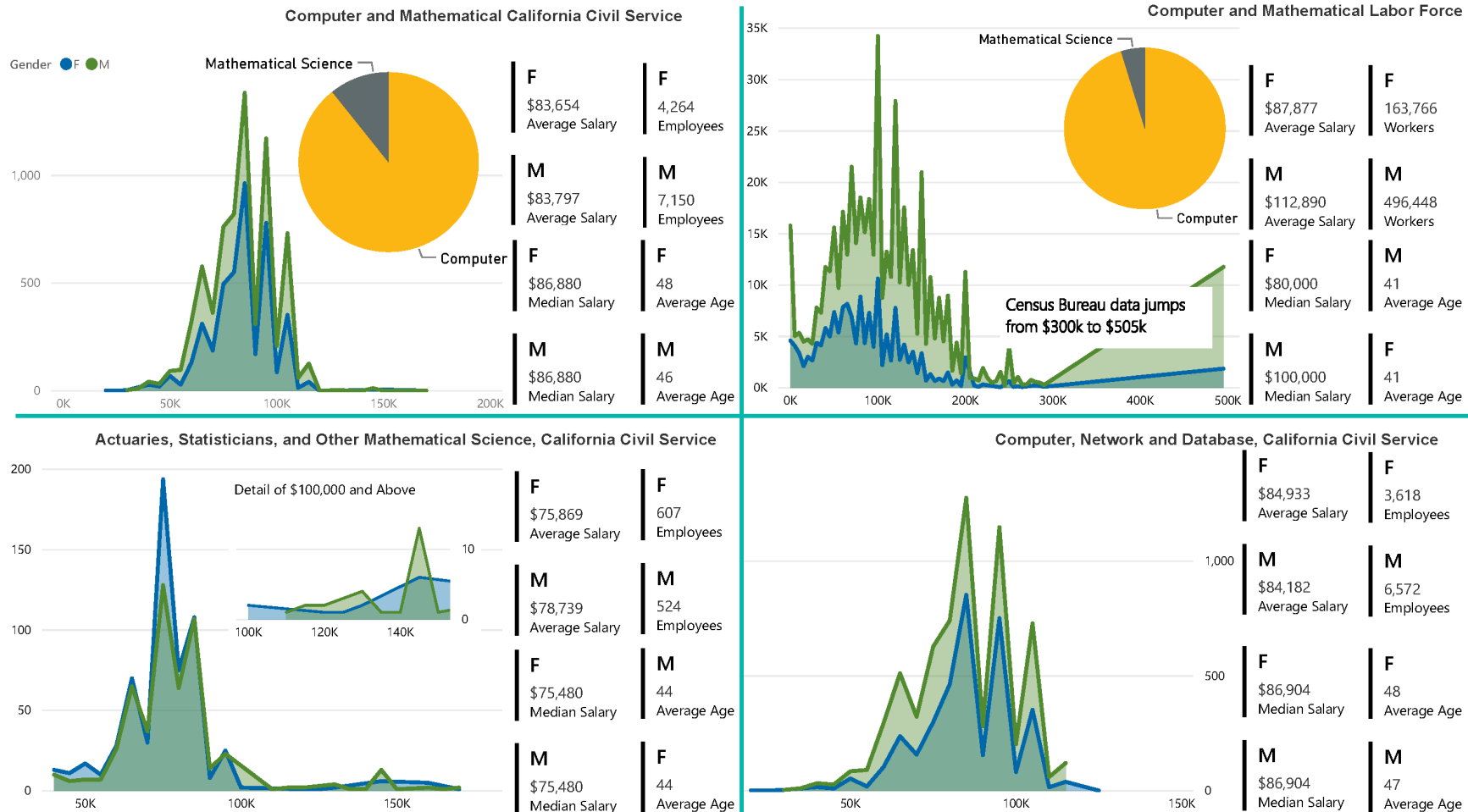
The Computer and Mathematical occupational group is made up of mainly Computer and Information Analysts and Software Developers and Programmers. Of all the state agencies, the Franchise Tax Board and the Department of Corrections and Rehabilitation, have the most employees in this category.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Computer and Information Analysts	5,835	12,913
Software Developers and Programmers	3,980	367,979
Miscellaneous mathematical science, including mathematicians and statisticians	1,047	7,413
Computer Support Specialists	374	66,498
Operations Research Analysts	93	22,062
Actuaries	84	1,803
Miscellaneous Computer	1	68,984
Computer and Information Research Scientists	0	69,926
Database and Systems Administrators and Network Architects	0	42,636
Total	11,414	660,214

Agencies with 300 or more	Employees
Franchise Tax Board	1,018
Corrections and Rehabilitation, California Department of	888
Public Employees' Retirement System, California	623
Employment Development Department	611
Technology, Department of	611
Health Care Services, Department of	561
Transportation, Department of	551
Motor Vehicles, Department of	485
Compensation Insurance Fund, State	357
Justice, Department of	356
Tax and Fee Administration, California Department of	325

Computer and Mathematical Analysis

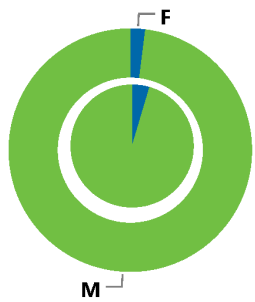
When comparing the civil service with the labor force, there is a higher percentage of Mathematical Science employees in the civil service than in the labor force. Although there is no median pay gap in the Computer and Mathematical category for civil service, there is a higher representation of men in the Computer, Network and Database subgroup. There are more women than men in the Actuaries, Statisticians, and Other Mathematical Science subgroup, except in most of the earnings above \$115,000.



Construction and Extraction Summary

The Construction and Extraction occupational group is a male-dominated group for both civil service and labor force. The median and average salary are in the \$50,000 range, which is higher when compared to a female-dominated entry-level occupational group such as Office and Administrative Support, where the median and average salary range is in the \$40,000 range.

Civil Service - Inner Labor Force - Outer



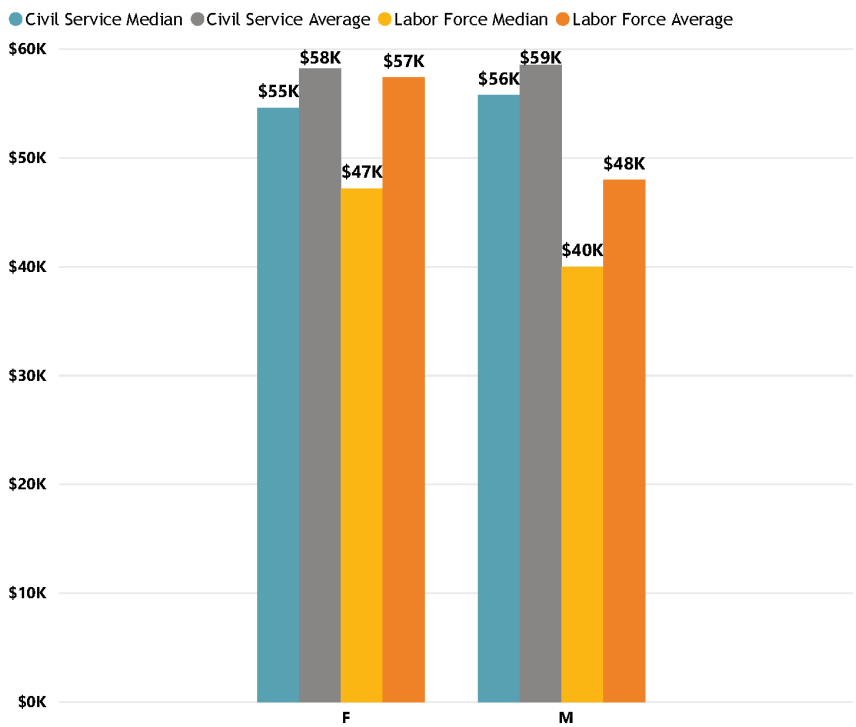
Number of Employees

F	F
311	17,831
Civil Service	Labor Force
M	M
6,454	879,484
Civil Service	Labor Force

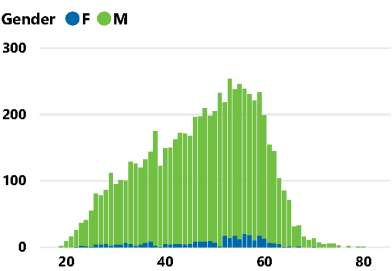
All Civil Service Employees

F
\$50,904
Median of Salary
M
\$54,624
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

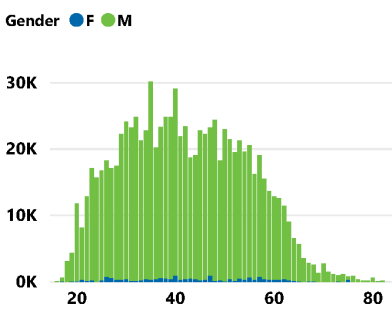


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	49	52
M	47	48

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	44	44
M	43	43

Construction and Extraction Categories and Top Agencies

In the Construction and Extraction occupation group, 78 percent of the employees for civil service work are in either the Construction Equipment Operators, Highway Maintenance, or the First-Line Supervisors of Construction Trades and Extraction subgroups. The Department of Transportation has 5,305 (78.4 percent) employees that fall in the Construction and Extraction category.

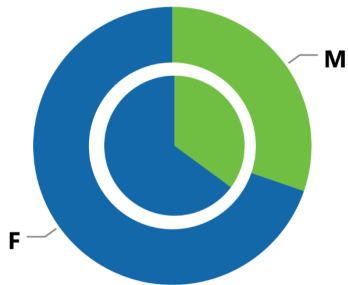
Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Construction Equipment Operators	2,367	23,585
Highway Maintenance	1,811	2,892
First-Line Supervisors of Construction Trades and Extraction	1,109	87,881
Electricians	510	88,600
Painters and Paperhangers	297	80,622
Pipelayers, Plumbers, Pipefitters, and Steamfitters	220	64,980
Carpenters	187	134,938
Construction and Building Inspectors	154	10,706
Construction Laborers	76	266,516
Earth Drillers, Except Oil and Gas	21	1,365
Miscellaneous construction workers, including solar photovoltaic installers, septic tank servicers and sewer pipe cleaners	8	10,906
Sheet Metal	3	11,084
Cement Masons, Concrete Finishers, and Terrazzo	2	6,521
Boilermakers	0	457
Brickmasons, blockmasons, stonemasons, and reinforcing iron and rebar workers	0	12,115
Carpet, Floor, and Tile Installers and Finishers	0	20,970
Derrick, rotary drill, and service unit operators, and roustabouts, oil, gas, and min	0	949
Drywall Installers, Ceiling Tile Installers, and Tapers	0	16,863
Elevator Installers and Repairers	0	1,155
Explosives, Ordnance Handling Experts, and Blasters	0	383
Fence Erectors	0	3,055
Glaziers	0	5,657
Hazardous Materials Removal	0	3,058
Helpers, Construction Trades	0	4,409
Insulation	0	3,121
Mining Machine Operators	0	3,122
Miscellaneous extraction workers, including roof bolters and helpers	0	2,329
Plasterers and Stucco Masons	0	6,148
Rail-Track Laying and Maintenance Equipment Operators	0	290
Roofers	0	16,176
Structural Iron and Steel	0	6,462
Total	6,765	897,315

Agencies with 100 or more	Employees
Transportation, Department of	5,305
Corrections and Rehabilitation, California Department of	713
Forestry and Fire Protection, Department of	140
General Services, Department of	114
Parks and Recreation, Department of	110
State Hospitals, Department of	102

Healthcare Practitioners and Technical Summary

In the Healthcare Practitioners and Technical occupational group, there is an 8.7 percent median gender pay gap and an average gender pay gap of 19.4 percent. Although the representation between men and women in the Health and Practitioners in Civil Service is similar to the Labor Force, the pay for men is substantially higher in the labor force. The average salary in the labor force for men is \$41,000 more than the average salary for women in the labor force.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
11,864	668,730
Civil Service	Labor Force
M	M
6,418	290,335
Civil Service	Labor Force

All Civil Service Employees

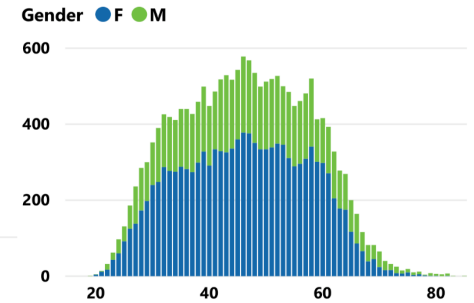
F
\$71,952
Median of Salary
M
\$79,344
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average

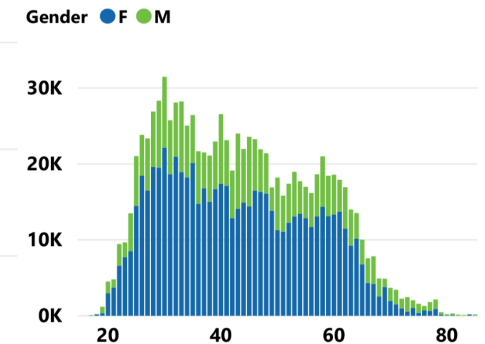


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	46	46
M	47	46

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	44	43
M	46	44

Healthcare Practitioners and Technical Categories and Top Agencies

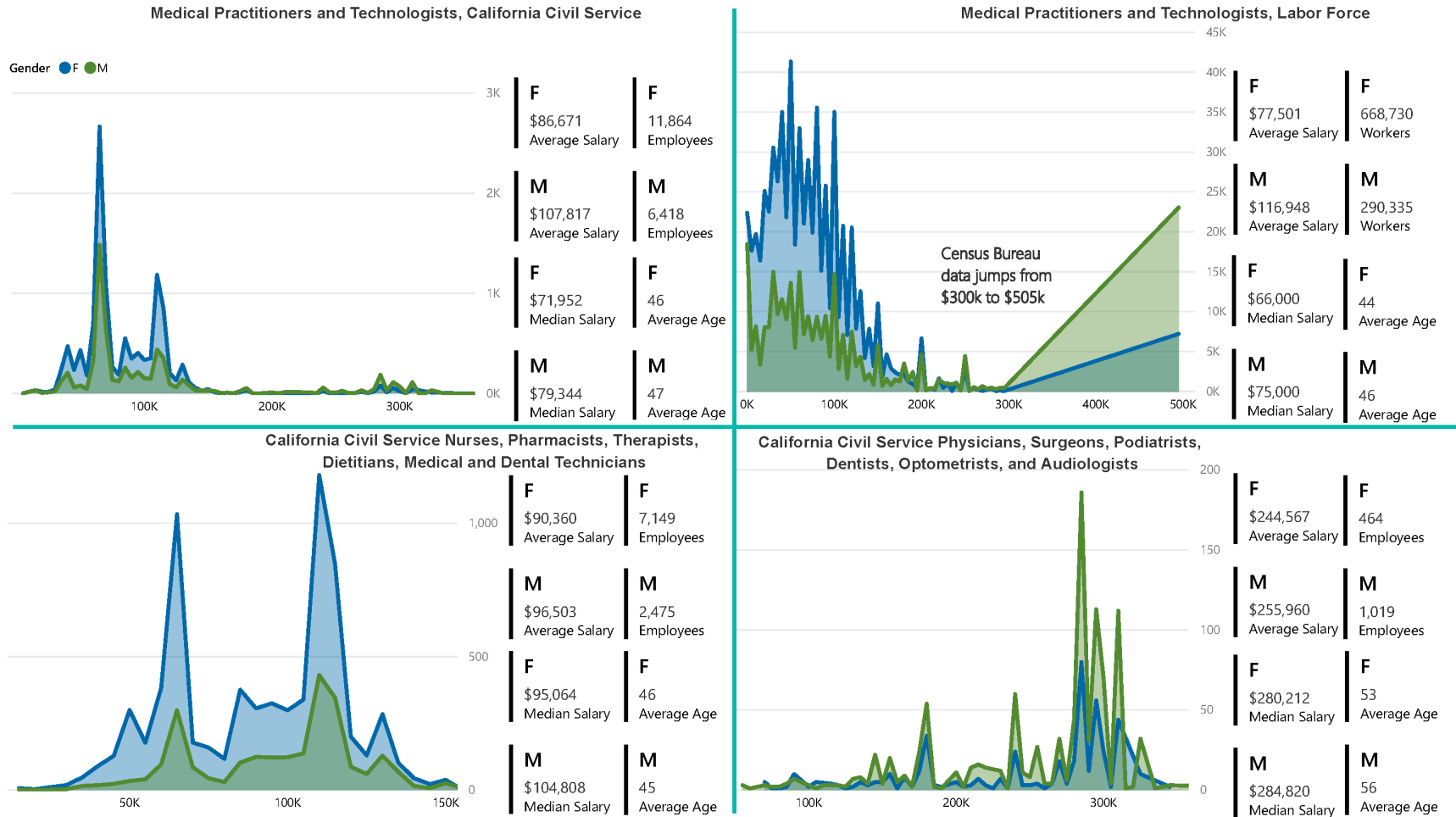
In the Healthcare Practitioners and Technical occupation group, 38 percent of the civil service employees work in the Healthcare Practitioner Support Technologists and Technicians subgroup, and 29 percent are Registered Nurses. The departments with the highest percentage of employees in this category are the Department of Corrections and Rehabilitation at 8,550 employees (48 percent) and Department of State Hospitals at 6,272 employees (35 percent).

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Health Practitioner Support Technologists and Technicians	6,925	68,682
Registered Nurses	5,257	313,120
Licensed Practical and Licensed Vocational Nurses	2,057	91,277
Physicians and Surgeons	1,187	107,729
Therapists	724	93,580
Pharmacists	474	27,642
Medical Records and Health Information Technicians	432	18,227
Dentists	284	24,714
Dietitians and Nutritionists	236	11,417
Clinical Laboratory Technologists and Technicians	216	28,582
Other healthcare practitioners and technical	122	13,847
Nurse practitioners and nurse midwives	95	12,654
Diagnostic Related Technologists and Technicians	68	34,530
Dental Hygienists	65	18,767
Miscellaneous Health Diagnosing and Treating Practitioners	57	7,210
Veterinarians	44	9,299
Physician Assistants	26	10,327
Podiatrists	7	359
Optometrists	3	7,448
Audiologists	2	2,158
Miscellaneous Health Technologists and Technicians	1	14,835
Chiropractors	0	7,138
Emergency Medical Technicians and Paramedics	0	23,140
Nurse Anesthetists	0	1,416
Opticians, Dispensing	0	10,967
Total	18,282	959,065

Agencies with 100 or more	Employees
Corrections and Rehabilitation, California Department of	8,550
State Hospitals, Department of	6,272
Developmental Services, Department of	1,740
Veterans Affairs, California Department of	658
Health Care Services, Department of	382
Public Health, California Department of	157
Social Services, Department of	127
Consumer Affairs, Department of	104

Healthcare Practitioners and Technical Analysis

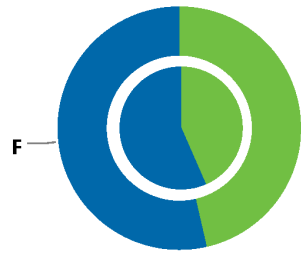
In the Healthcare Practitioners and Technical occupational group, there are almost three times more women than men in the Nurses, Pharmacists, Therapists, Dietitians, Medical and Dental Technicians subgroup. Although there are more women, the women have a lower median salary of \$95,064 compared to that of men at \$104,808. In the Physicians, Surgeons, Podiatrists, Dentists, Optometrists, and Audiologists subgroup, there are over twice as many men than women and the median salary is \$284,820 for men and \$280,212 for women.



Legal Summary

The Legal occupational group has a 57 percent representation of women in civil service, but has a median pay gap of 9.8 percent.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
2,615	122,952
Civil Service	Labor Force

M	M
2,009	106,503
Civil Service	Labor Force

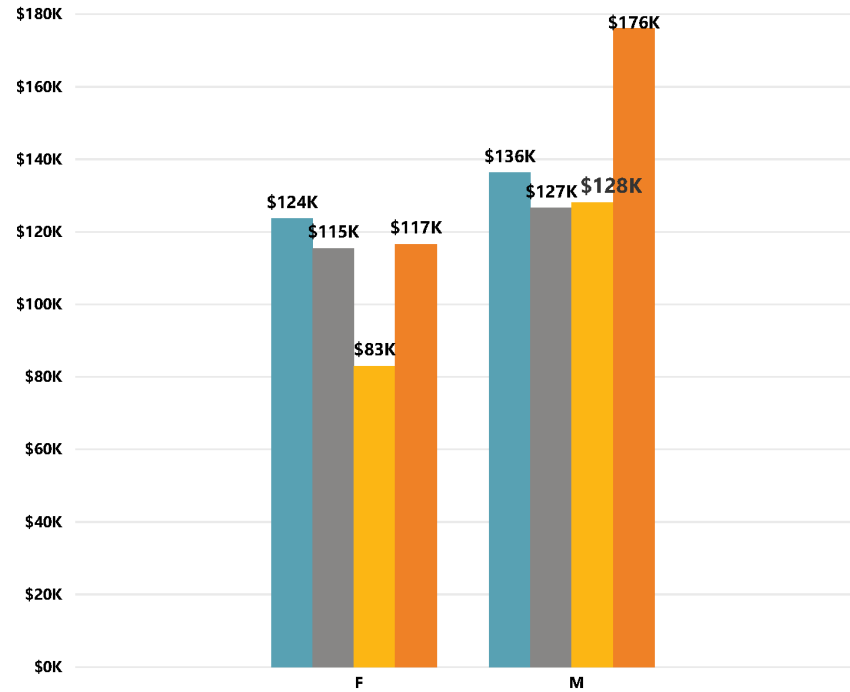
All Civil Service Employees

F
\$122,700
Median of Salary

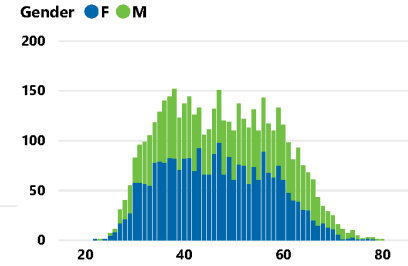
M
\$136,332
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average

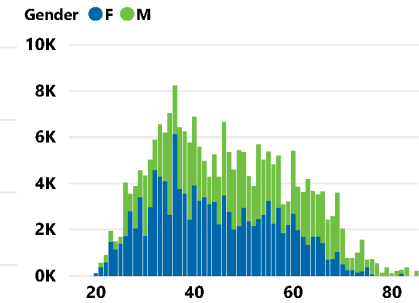


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	47	46
M	49	48

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	45	44
M	50	50

Legal Categories and Top Agencies

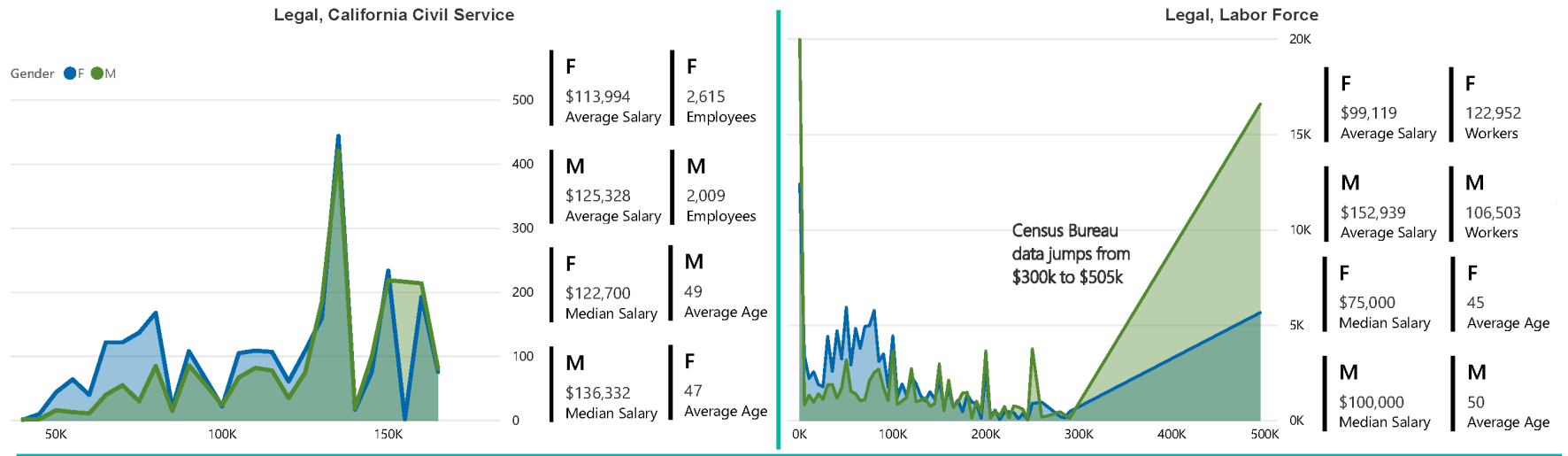
In the Legal occupation group, 89 percent of civil service employees work in the Lawyers, and Judges, Magistrates, and other Judicial Workers subcategory. Of all the California state agencies, 41 percent of the Legal occupational group is staffed by the Department of Justice employees.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Lawyers, and judges, magistrates, and other judicial workers	4,116	156,830
Paralegals and Legal Assistants	407	50,185
Miscellaneous Legal Support	101	19,159
Lawyers and Judicial Law Clerks	0	3,281
Total	4,624	229,455

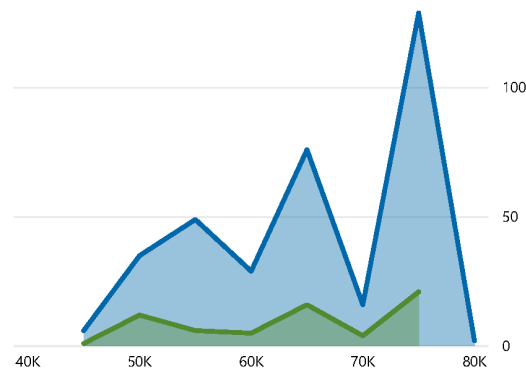
Agencies with 100 or more	Employees
Justice, Department of	1,318
Industrial Relations, Department of	383
Compensation Insurance Fund, State	364
Social Services, Department of	221
Motor Vehicles, Department of	165
Corrections and Rehabilitation, California Department of	164
Transportation, Department of	148
Unemployment Insurance Appeals Board, California	135
Insurance, Department of	106
General Services, Department of	104
Public Utilities Commission, California	103

Legal Analysis

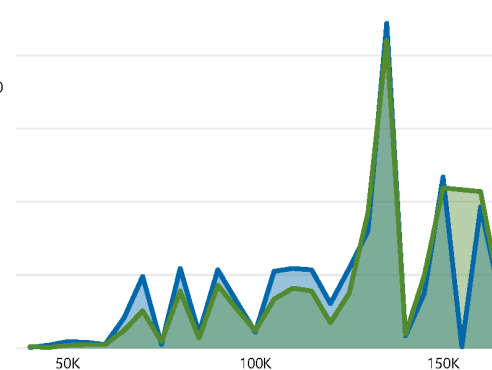
In the Legal occupational group, the Paralegals and Legal Assistants subcategory is 84 percent women and their median pay is \$63,336. In the Lawyers and Judges subcategory, 52 percent are women, and there is a pay gap of 4.4%. The median salary is \$130,380 for women and \$136,332 for men. Men are the majority of employees in the higher salary ranges, especially salaries that are over \$135,000.



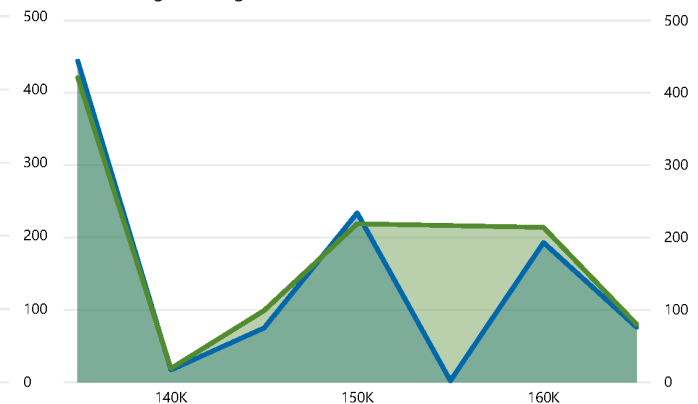
Paralegals and Legal Assistants, California Civil Service



Lawyers and Judges, California Civil Service



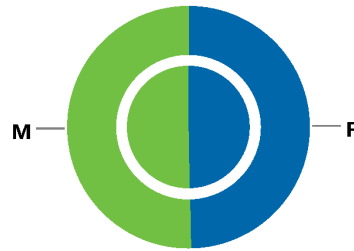
Detail of Legal Earning \$135,000 and Above, California Civil Service



Life, Physical, and Social Science Summary

The civil service representation in the Life, Physical, and Social Science occupational group is consistent with the representation of women in the California labor force. The civil service median and average salary are both \$92,000 for this group.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
4,575	94,691
Civil Service	Labor Force

M	M
4,629	95,911
Civil Service	Labor Force

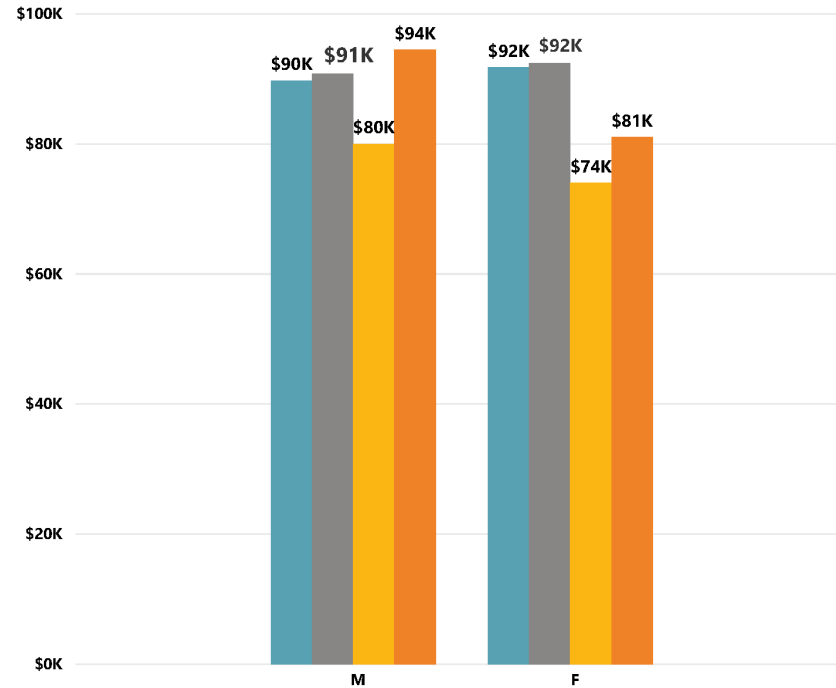
All Civil Service Employees

F
\$80,148
Median of Salary

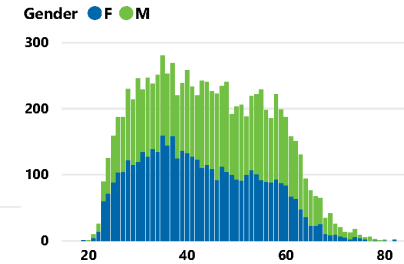
M
\$81,540
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average

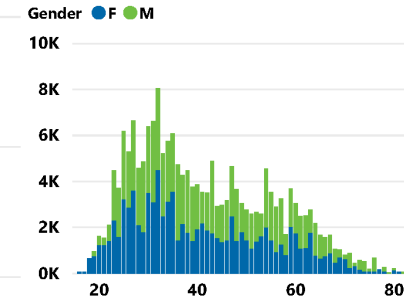


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	43	41
M	45	45

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	42	40
M	44	41

Life, Physical, and Social Science Categories and Top Agencies

In the Life, Physical, and Social Science occupational group, the Environmental Scientists and Geoscientists are the largest group at 3,562 employees (39 percent), followed by the Psychologists at 1,674 employees (18 percent). Department of Fish and Wildlife, Department of Corrections and Rehabilitation, and Department of Transportation all have over 900 employees in this job category of 9,204.

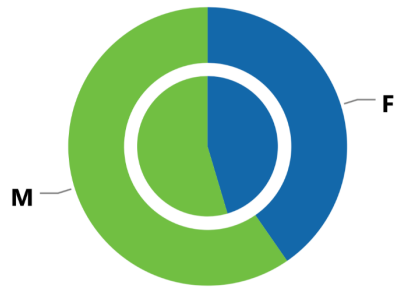
Department of Labor Broad Standard Occupation, Census Bur Employees		Californians
Environmental Scientists and Geoscientists	3,562	8,987
Psychologists	1,674	37,038
Miscellaneous life, physical, and social science technicians, including social science research assistants	1,465	24,436
Urban and Regional Planners	931	3,362
Miscellaneous social scientists, including survey researchers and sociologists	532	4,912
Medical scientists, and life scientists, all other	309	17,417
Conservation Scientists and Foresters	237	2,106
Chemists and Materials Scientists	150	7,995
Biological Scientists	97	11,961
Astronomers and Physicists	90	2,160
Economists	77	1,309
Agricultural and Food Science Technicians	41	5,109
Chemical Technicians	15	6,515
Agricultural and Food Scientists	14	2,677
Biological Technicians	8	4,352
Atmospheric and Space Scientists	2	1,268
Geological and petroleum technicians, and nuclear technicians	0	674
Miscellaneous Physical Scientists	0	48,324
Total	9,204	190,602

Agencies with 100 or more	Employees
Fish and Wildlife, Department of	1,589
Corrections and Rehabilitation, California	
Department of	1,264
Transportation, Department of	951
Water Resources Control Board	696
Air Resources Board	606
Public Health, California Department of	497
State Hospitals, Department of	372
Food and Agriculture, Department of	371
Parks and Recreation, Department of	361
Water Resources, Department of	319
Toxic Substances Control, Department of	303
Justice, Department of	248
Pesticide Regulation, Department of	225
Resources Recycling and Recovery, Department of	210
Forestry and Fire Protection, Department of	181
Housing and Community Development, Department of	154
Conservation Corps, California	150
Conservation, Department of	131
Energy Resources Conservation and Development Commission	103

Management Summary

The Management occupational group makes up 4 percent of the civil service workforce and is 45 percent women. There is a significant median pay gap between men and women in both civil service at 10 percent and the labor force at 21 percent.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
2,550	824,962
Civil Service	Labor Force

M	M
3,066	1,219,656
Civil Service	Labor Force

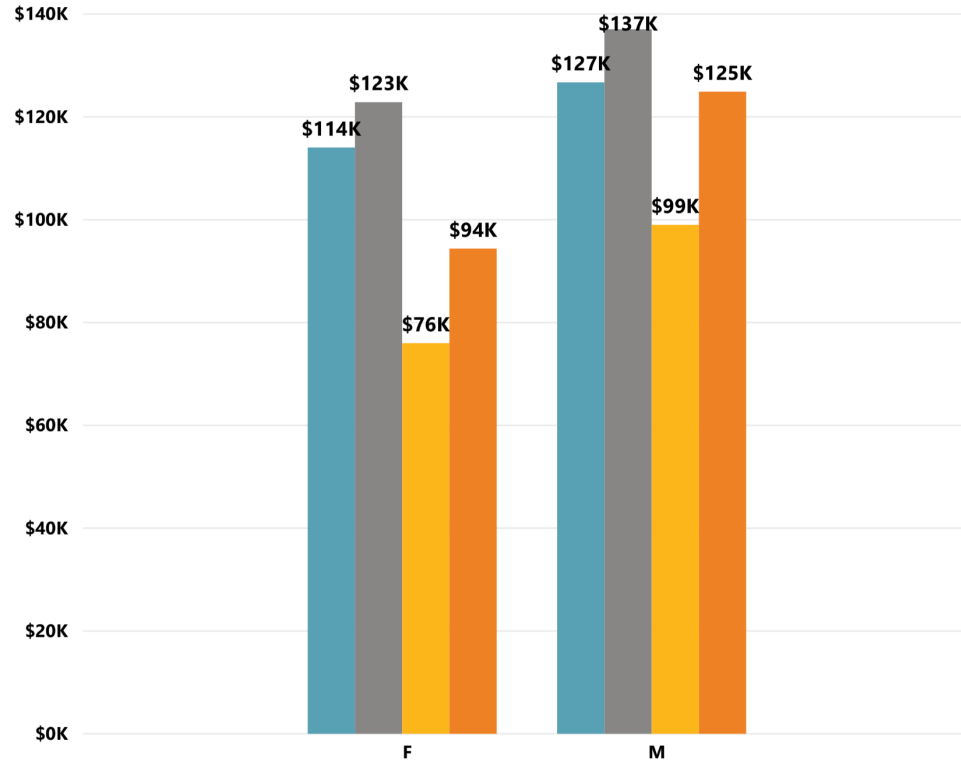
All Civil Service Employees

F
\$114,048
Median of Salary

M
\$126,720
Median of Salary

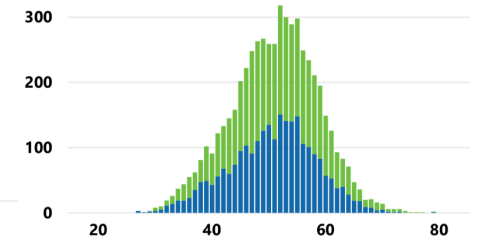
Full-time Salary of Active, Permanent and Career Executive Civil Service and Employed Labor Force

● Civil Service Median ● Civil Service Average ● Labor Force Median ● Labor Force Average



Civil Service by Age and Gender

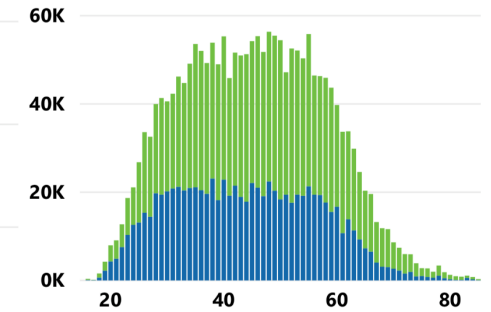
Gender ● F ● M



Gender	Average of Age	Median of Age
F	51	51
M	51	52

Labor Force by Age and Gender

Gender ● F ● M



Gender	Average of Age	Median of Age
F	45	45
M	47	47

Management Categories and Top Agencies

In the Management occupational group, the Chief Executives and Legislators subcategory makes up 27 percent of the group which includes classifications such as Chief Counsels, Assistant Chief Counsels, and C.E.As. The General and Operations Managers make up 21 percent and include classifications such as Staff Services Manager II (Managerial), Staff Services Manager III, and some Chiefs, Assistant Chiefs, Captains, and Administrators. The top three departments in the Management occupational group are the Department of Corrections and Rehabilitation, Department of State Hospitals, and Department of Developmental Services.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Chief executives and legislators	1,563	176,678
General and Operations Managers	1,182	110,302
Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	968	591,575
Computer and Information Systems Managers	580	75,239
Architectural and Engineering Managers	360	30,188
Medical and Health Services Managers	279	71,872
Financial Managers	268	133,348
Natural Sciences Managers	125	3,496
Education Administrators	58	112,582
Emergency Management Directors	56	687
Human Resources Managers	56	51,090
Property, Real Estate, and Community Association Managers	34	98,323
Training and Development Managers	23	5,894
Compensation and Benefits Managers	21	1,566
Industrial Production Managers	20	35,426
Construction Managers	11	103,175
Public Relations and Fundraising Managers	8	6,887
Purchasing Managers	3	22,809
Marketing and Sales Managers	1	144,471
Administrative Services Managers	0	18,988
Advertising and Promotions Managers	0	6,628
Farmers, Ranchers, and Other Agricultural Managers	0	40,321
Food Service Managers	0	116,876
Gaming Managers	0	2,606
Lodging Managers	0	14,303
Social and Community Service Managers	0	45,030
Transportation, Storage, and Distribution Managers	0	24,258
Total	5,616	2,044,618

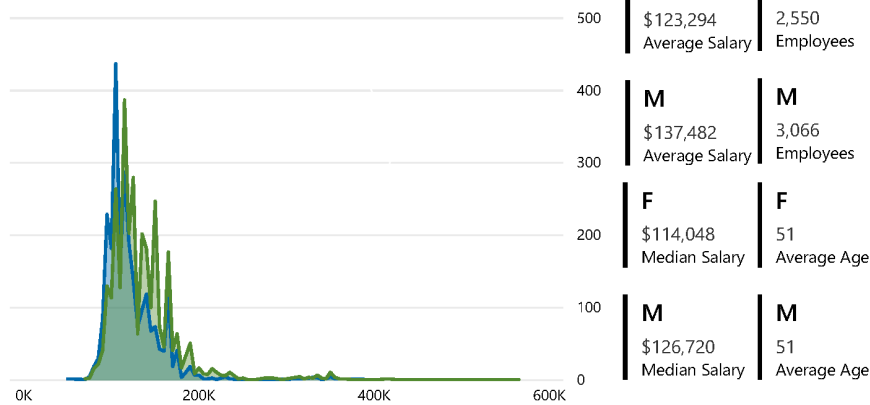
Agencies with 100 or more	Employees
Corrections and Rehabilitation, California Department of	8,550
State Hospitals, Department of	6,272
Developmental Services, Department of	1,740
Veterans Affairs, California Department of	658
Health Care Services, Department of	382
Public Health, California Department of	157
Social Services, Department of	127
Consumer Affairs, Department of	104

Management Analysis

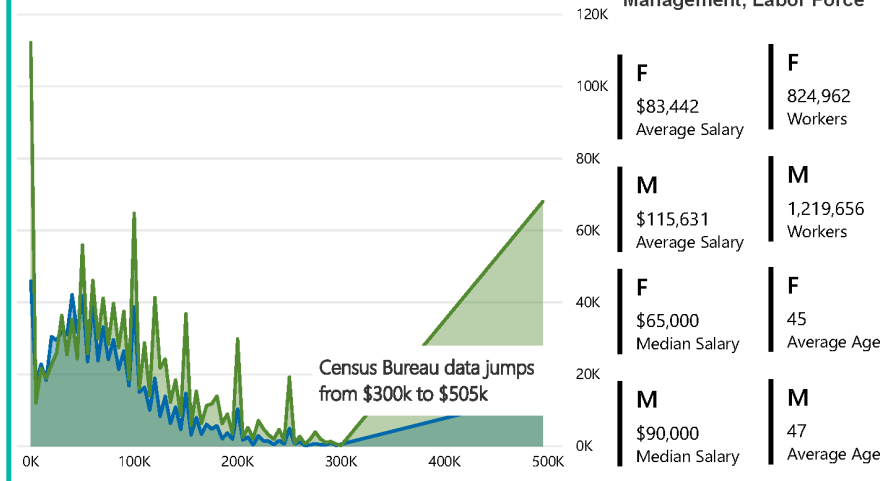
In civil service, the Management occupational group has more men than women in almost all of the salary ranges above \$110,000 and this number increases when the salary reaches \$200,000 and above.

Management, California Civil Service

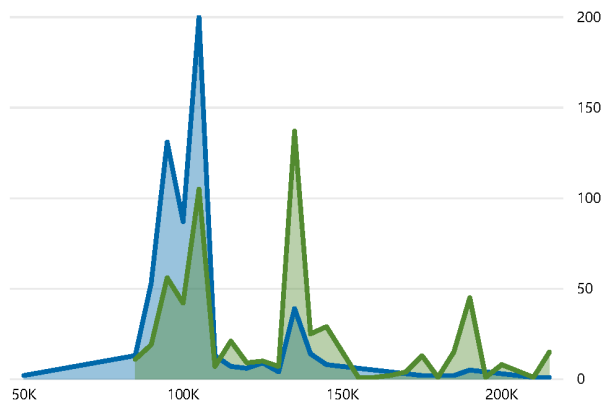
Gender: ● F ● M



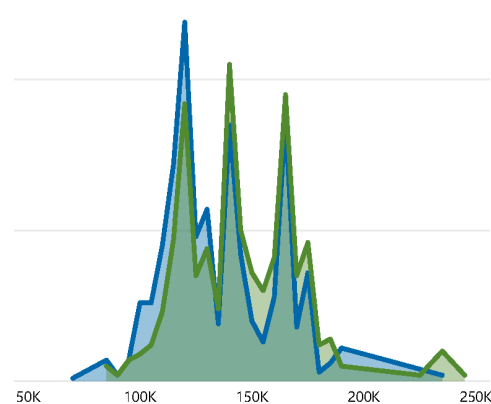
Management, Labor Force



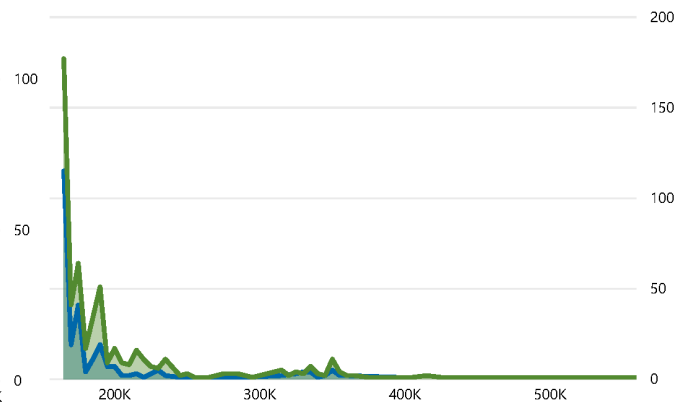
General and Operations Managers, California Civil Service



Chief Executives, California Civil Service



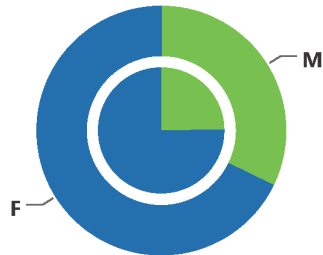
Detail of Management Earning \$165,000 and Above, California Civil Service



Office and Administrative Support Summary

The Office and Administrative Support occupational group is a female-dominated group for both civil service and labor force, but the labor force has slightly more representation of men. The median (\$44,000) and average (\$47,000) salary are the same for both men and women in civil service, but are low paying compared to most occupational groups with high representation of men. In the labor force, the average salary for men is \$52,000 while the average salary for women is \$47,000.

Civil Service - Inner Labor Force - Outer



Number of Employees

F	F
23,910	1,553,977
Civil Service	Labor Force
M	M
7,907	738,565
Civil Service	Labor Force

All Civil Service Employees

F
\$43,872
Median of Salary
M
\$43,872
Median of Salary

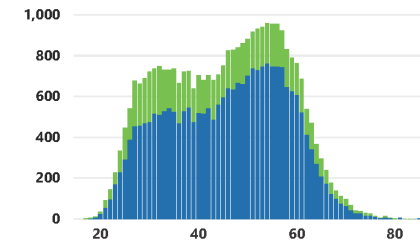
Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

Civil Service Median Civil Service Average Labor Force Median Labor Force Average



Civil Service by Age and Gender

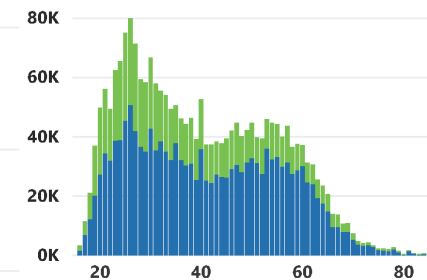
Gender F M



Gender	Average of Age	Median of Age
F	46	47
M	44	44

Labor Force by Age and Gender

Gender F M



Gender	Average of Age	Median of Age
F	43	43
M	39	37

Office and Administrative Support Categories and Top Agencies

In the Office and Administrative Support occupational group, 41 percent of civil service employees work in the Office Clerks subcategory at 13,005 employees. The departments that are the top three employers of the Office and Administrative Support occupational group are the Department of Motor Vehicles, Department of Corrections and Rehabilitation, and the Employment Development Department.

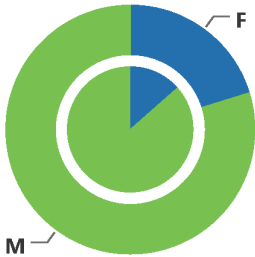
Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Office Clerks, General	13,005	203,780
Court, Municipal, and License Clerks	4,585	8,230
Eligibility Interviewers, Government Programs	2,939	18,554
First-Line Supervisors of Office and Administrative Support	2,919	160,201
Secretaries and Administrative Assistants	1,617	319,857
Payroll and Timekeeping Clerks	1,301	19,988
Bookkeeping, Accounting, and Auditing Clerks	1,116	142,495
Dispatchers	1,058	35,836
Stock Clerks and Order Fillers	824	193,988
Miscellaneous Information and Record Clerks	679	12,049
Insurance Claims and Policy Processing Clerks	525	33,488
Data Entry and Information Processing	479	83,903
Human Resources Assistants, Except Payroll and Timekeeping	167	6,242
Receptionists and Information Clerks	146	143,322
Mail Clerks and Mail Machine Operators, Except Postal Service	121	8,766
Procurement Clerks	79	3,978
Bill and Account Collectors	70	11,446
Customer Service Representatives	62	326,801
Miscellaneous office and administrative support workers, including desktop	43	78,262
Shipping, Receiving, and Traffic Clerks	31	81,053
Computer Operators	23	13,909
Proofreaders and Copy Markers	17	1,408
Couriers and Messengers	7	31,879
Switchboard Operators, Including Answering Service	3	1,408
Statistical Assistants	1	3,541
Billing and Posting Clerks	0	58,816
Brokerage Clerks	0	858
Cargo and Freight Agents	0	3,119
Correspondence clerks and order clerks	0	19,259
Credit Authorizers, Checkers, and Clerks	0	2,902
File Clerks	0	31,848
Gaming Cage	0	742
Hotel, Motel, and Resort Desk Clerks	0	17,396
Interviewers, Except Eligibility and Loan	0	10,396
Library Assistants, Clerical	0	10,784
Loan Interviewers and Clerks	0	16,421
Meter Readers, Utilities	0	1,617
Miscellaneous Communications Equipment Operators	0	703
Miscellaneous Financial Clerks	0	17,271
New Accounts Clerks	0	1,669
Office Machine Operators, Except Computer	0	5,260
Postal Service	0	57,385
Production, Planning, and Expediting Clerks	0	41,484
Reservation and Transportation Ticket Agents and Travel Clerks	0	14,523
Telephone Operators	0	3,206
Tellers	0	22,478
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	0	10,021
Total	31,817	2,292,542

Agencies with 500 or more	Employees
Motor Vehicles, Department of	6,312
Corrections and Rehabilitation, California Department of	5,272
Employment Development Department	4,147
Highway Patrol, California	1,632
Compensation Insurance Fund, State	1,137
Justice, Department of	978
Consumer Affairs, Department of	934
Franchise Tax Board	912
Transportation, Department of	809
Tax and Fee Administration, California Department of	795
Industrial Relations, Department of	744
Social Services, Department of	642
Health Benefit Exchange, California	592
State Hospitals, Department of	522

Protective Service Summary

The Protective Service occupational group is the largest group of civil service employees at 21.3 percent, compared to approximately 2.3 percent of the labor force. This is a male-dominated occupational group and has a median pay of \$86,000.

Civil Service - Inner Labor Force - Outer



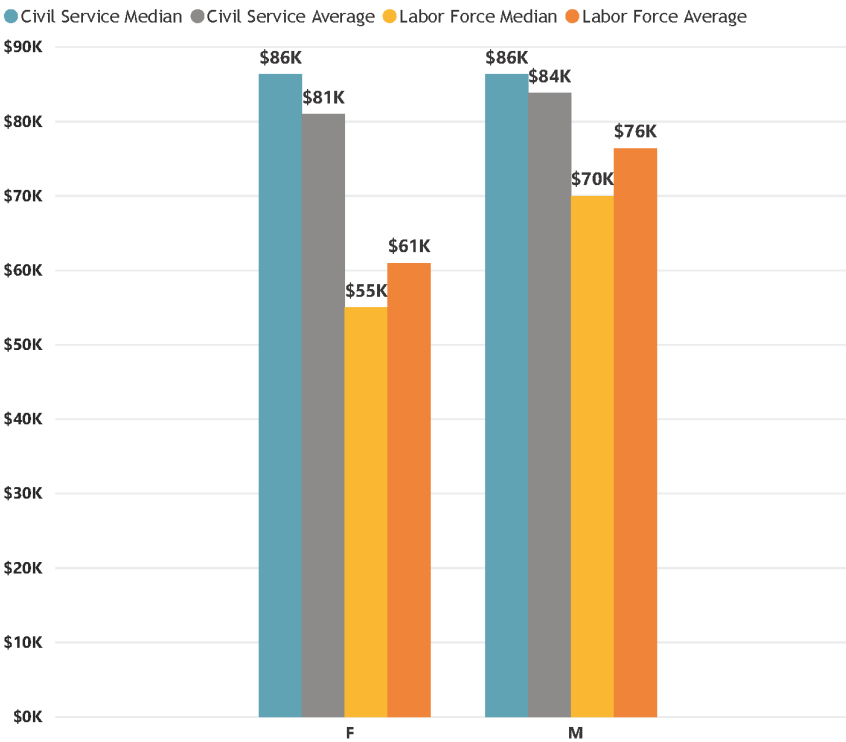
Number of Employees

F	F
5,966	78,616
Civil Service	Labor Force
M	M
38,259	310,733
Civil Service	Labor Force

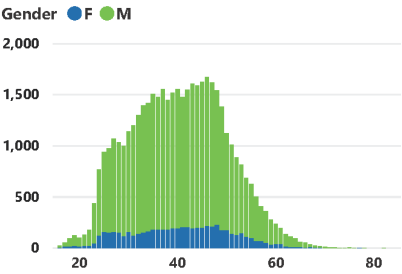
All Civil Service Employees

F
\$86,340
Median of Salary
M
\$86,340
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

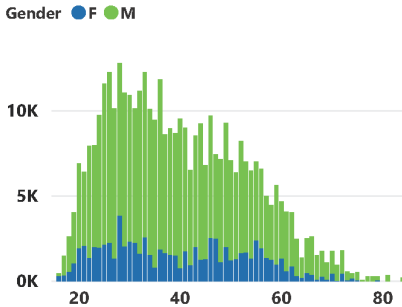


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	40	41
M	40	40

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	40	39
M	41	40

Protective Service Categories and Top Agencies

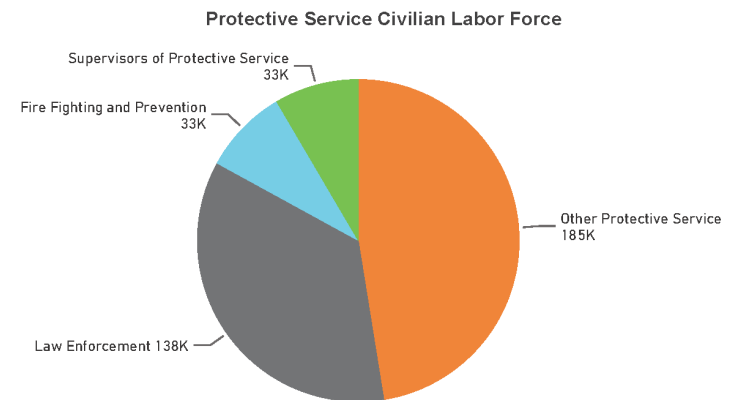
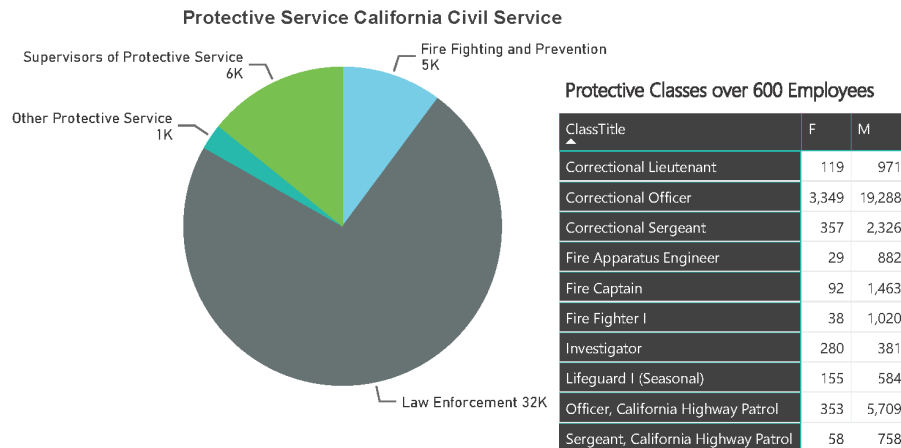
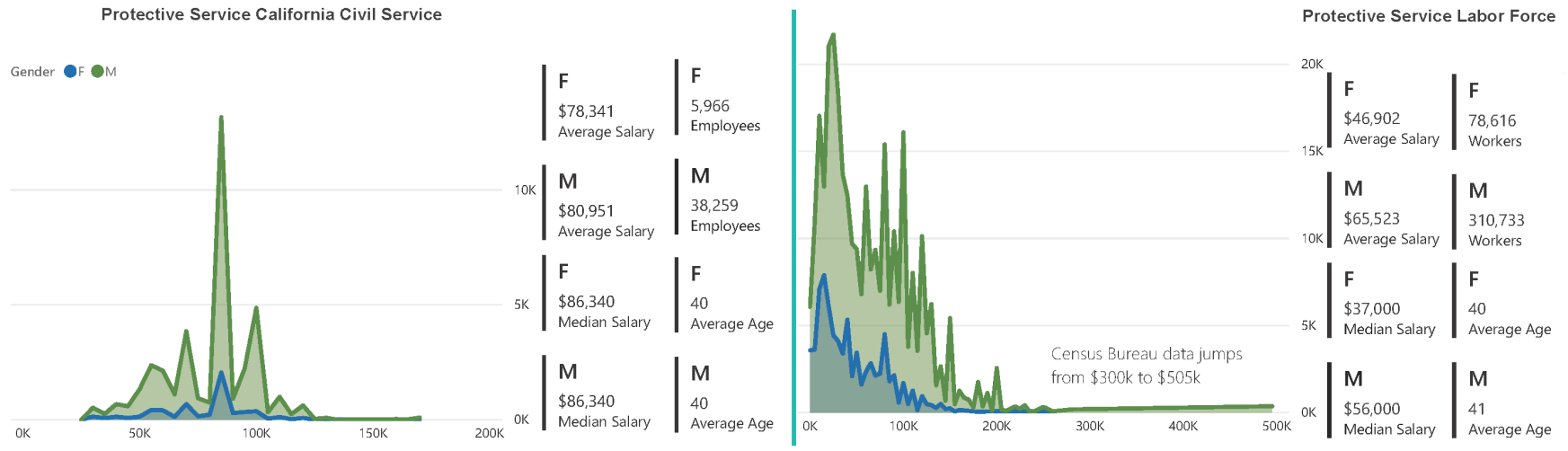
In the Protective Service occupational group, 52 percent of employees fall into the Bailiffs, Correctional Officers, and Jailers subcategory. The Department of Corrections and Rehabilitation has 27,222 employees in this occupational group of which 22,637 are Correctional Officers.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Bailiffs, Correctional Officers, and Jailers	22,817	42,060
Police Officers	7,250	81,345
First-Line Supervisors of Law Enforcement	5,232	15,711
Firefighters	4,443	30,605
Detectives and Criminal Investigators	1,919	13,223
Miscellaneous Protective Service	999	19,523
First-Line Supervisors of Fire Fighting and Prevention	583	9,713
Miscellaneous First-Line Supervisors, Protective Service	463	7,517
Miscellaneous law enforcement workers	303	1,634
Security Guards and Gaming Surveillance Officers	157	153,721
Fire Inspectors	59	2,769
Animal Control	0	905
Private Detectives and Investigators	0	10,623
Total	44,225	389,349

Agencies with 100 or more	Employees
Corrections and Rehabilitation, California Department of	27,222
Highway Patrol, California	7,299
Forestry and Fire Protection, Department of	4,895
Parks and Recreation, Department of	1,489
State Hospitals, Department of	671
Justice, Department of	547
Fish and Wildlife, Department of	360
Consumer Affairs, Department of	278
Insurance, Department of	226
Motor Vehicles, Department of	199
Alcoholic Beverage Control, Department of	164
Exposition and State Fair, California	114

Protective Services Analysis

Although there is not a pay gap in civil service for the Protective Services occupational group, there is a high representation of men in these jobs, especially in the jobs that pay over \$100,000, which is a major driver of the overall gender pay gap. The largest classification in the Protective Services occupational group is the Correctional Officer with a total of 22,637 (51 percent) of the group. There are 3,349 (15 percent) women Correctional Officers compared to 19,288 (85 percent) men. The Fire Fighter I and the California Highway Patrol Officer classifications have 4 percent women.



Hiring and Promoting Women

In 2017, 48.2 percent of all hiring was women. The occupational groups with the highest percentage of hires within state civil service when combining men and women were the following:

- Office and Administrative Support (16.5%)
- Business and Financial Operations (15.6%)
- Protective Service (13.9%)
- Healthcare Practitioners and Technical (11.4%)
- Life, Physical, and Social Science (5.3%)

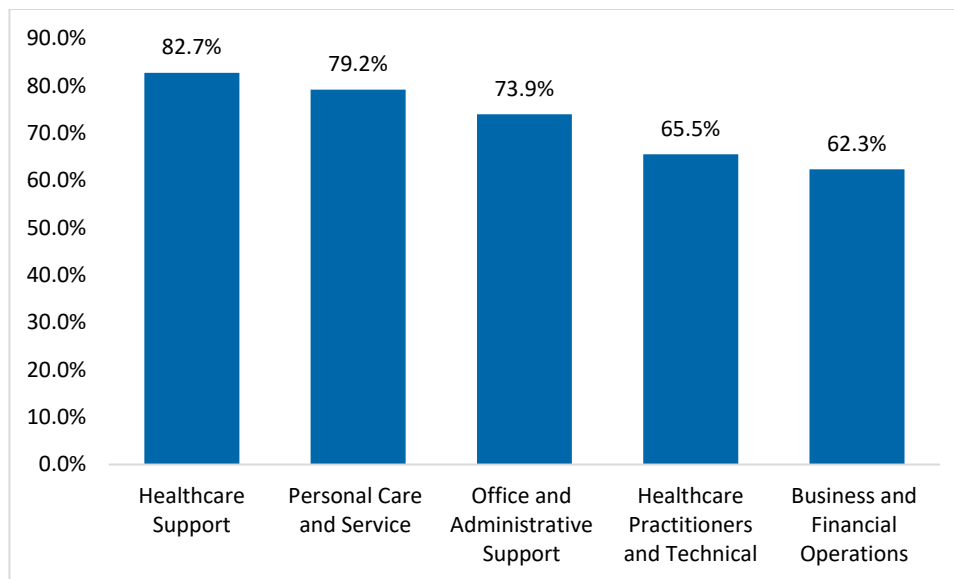
The table below shows the percentage of all hires by occupational group and what percentage of hires were women for each occupational group. The percentage of hires that were Women for the Protective Service occupational group more than doubled from 5.5 percent in 2016 to 14.1 percent in 2017.

Percentage of Full-Time Women Hires by Occupation

Occupational Groups	Percent of all Hires	Percent of Hires that were Women
Architecture and Engineering	3.8%	23.6%
Arts, Design, Entertainment, Sports, and Media	0.3%	49.4%
Building and Grounds Cleaning and Maintenance	2.0%	27.8%
Business and Financial Operations	15.6%	62.3%
Community and Social Service	1.9%	59.0%
Computer and Mathematical	3.8%	28.8%
Construction and Extraction	3.9%	5.7%
Education, Training, and Library	1.2%	51.1%
Farming, Fishing, and Forestry Occupations	0.7%	36.7%
Food Preparation and Serving Related	1.7%	49.6%
Healthcare Practitioners and Technical	11.4%	65.5%
Healthcare Support	1.6%	82.7%
Installation, Maintenance, and Repair	1.7%	14.1%
Legal	2.0%	56.2%
Life, Physical, and Social Science	5.3%	53.8%
Management	1.1%	41.2%
Office and Administrative Support	16.5%	73.9%
Personal Care and Service	0.2%	79.2%
Production	0.6%	11.9%
Protective Service	13.9%	14.1%
Sales and Related	0.5%	42.5%
Transportation and Material Moving	1.9%	22.1%
Unmapped Classes	8.4%	49.8%
Total Hires of Women	N/A	48.2%

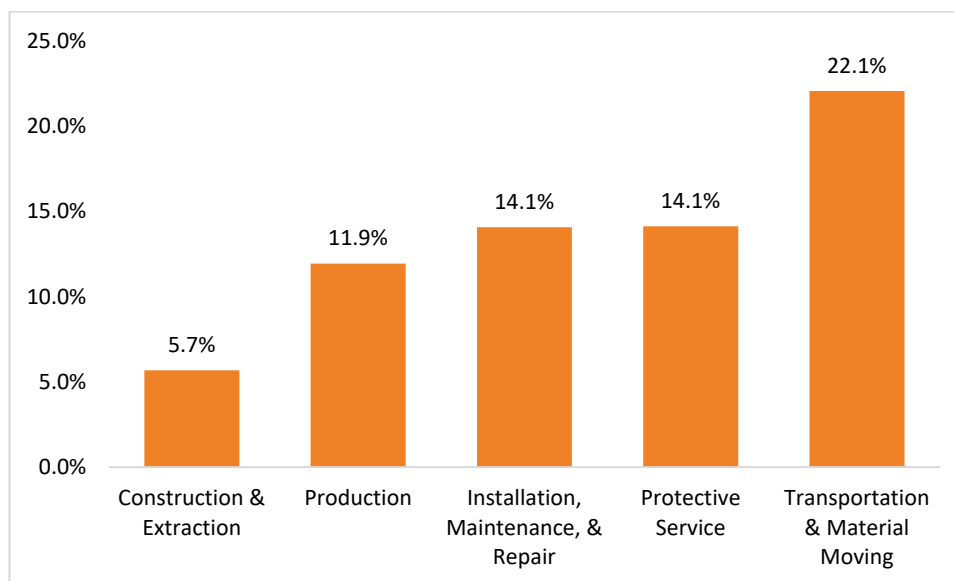
Women were hired with the highest percentage in the following occupational groups:

Top Five Percent of Women Hires by Occupational Group



Women were hired with the lowest percentage in the following occupational groups:

Bottom Five Percent of Women Hires by Occupational Group



In 2017, the State of California promoted⁷ 8,311 women or 54.1 percent when compared to men.

The occupational groups with the highest percentage of promotions within state civil service when combining men and women were the following:

- Business and Financial Operations (40.5%)
- Office and Administrative Support (12.8%)
- Protective Service (11.0%)
- Management (5.2%)
- Life, Physical, and Social Science Occupations (4.8%)

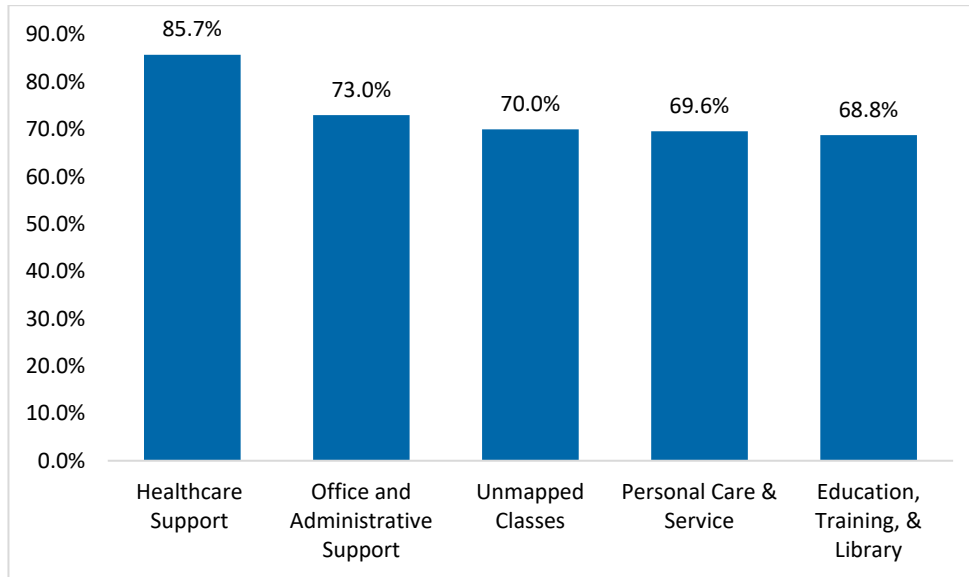
This table below shows the percent of all promotions by occupational group and which percentage of promotions were given to women for each occupational group.

Percentage of Full Time Women Promotions by Occupation

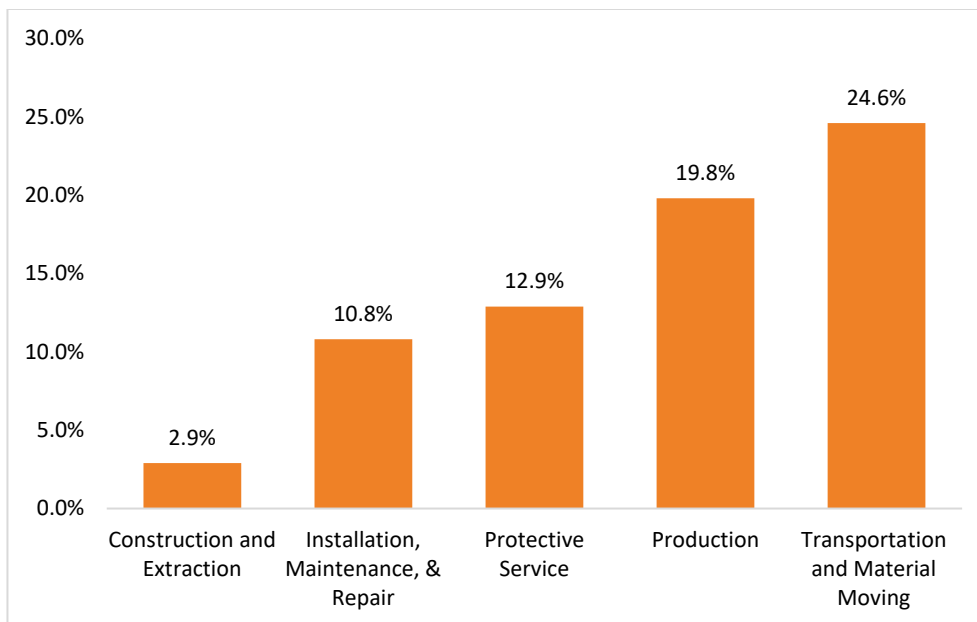
Occupational Groups	Percent of all Promotions	Percent of Promotions that were Women
Architecture and Engineering Occupations	2.4%	31.1%
Arts, Design, Entertainment, Sports, and Media Occupations	0.2%	55.2%
Building and Grounds Cleaning and Maintenance Occupations	0.8%	27.5%
Business and Financial Operations Occupations	40.5%	67.4%
Community and Social Service Occupations	1.6%	51.2%
Computer and Mathematical Occupations	1.2%	53.3%
Construction and Extraction Occupations	3.8%	2.9%
Education, Training, and Library Occupations	0.6%	68.8%
Farming, Fishing, and Forestry Occupations	0.6%	34.4%
Food Preparation and Serving Related Occupations	0.7%	41.7%
Healthcare Practitioners and Technical Occupations	4.6%	64.6%
Healthcare Support Occupations	0.1%	85.7%
Installation, Maintenance, and Repair Occupations	1.7%	10.8%
Legal Occupations	3.0%	59.0%
Life, Physical, and Social Science Occupations	4.8%	55.5%
Management Occupations	5.2%	50.7%
Office and Administrative Support Occupations	12.8%	73.0%
Personal Care and Service Occupations	0.1%	69.6%
Production Occupations	0.8%	19.8%
Protective Service Occupations	11.0%	12.9%
Sales and Related Occupations	0.8%	55.9%
Transportation and Material Moving Occupations	0.8%	24.6%
Unmapped Classes	2.0%	70.0%
Total Promotions of Women	N/A	54.1%

⁷ All promotional data are preliminary numbers.

Top Five Percent of Women Promotions by Occupational Group



Bottom Five Percent of Women Promotions by Occupational Group



Strategies for Supporting Recruitment, Hiring and Development of Women in State Civil Service

Agencies have made progress in attracting women to management positions and science, technology, engineering and mathematics related classifications. State hiring professionals should help agencies continue this trend by ensuring that department hiring policies and the resulting procedures and practices are free from discrimination and address all types of biases. In addition, agencies should ensure that departments are developing their existing talent to help all employees build the skills needed to qualify for higher-paying classifications. The Upward Mobility Program requires departments to develop plans for employees in low-paying, low-skilled classifications. Though required, these plans, which rely on managers and supervisors investing time in creating individual development plans, have been underutilized. Such plans should be part of departments' broader workforce and succession planning efforts. These practices should help create a state civil service that reflects the state we serve.

Recruiting and Marketing Materials

Agencies should review all current marketing strategies to make sure they highlight the state's diverse workforce and should feature women working in the classifications and occupations that are traditionally male-dominated. Inclusive marketing strategies should be reflected on agency websites and social media accounts, as well as in printed materials including brochures, fliers, advertisements, and annual reports. Because some people make career decisions based on who they see working in an occupation and what they know about careers, providing images of and quotes by women is critical to successful recruitment efforts.

In addition to including visual depictions of a diverse workforce, job announcements and other advertising collateral should be routinely evaluated to ensure they do not contain language that could be perceived as having a gender bias which may subtly, but pervasively, discourage women from applying. Especially when recruiting women into traditionally male-dominated fields, specific care should be made to remove from job advertisements all language that may signify a gender bias. For example, terms such as "dedicated" and "conscientious" have a broader gender-based appeal than "assertive" or "analytical." In all recruitment efforts, agencies should strive for a balance in descriptive language that encompasses various leadership, communication, and work styles to emphasize gender inclusivity.

In 2017, the Government Operations Agency and CalHR partnered to create an "Employer of Choice" campaign for the state of California. This campaign includes a brochure designed to attract a talented and diverse candidate pool and specifically features women in traditionally male-dominated occupations. Agencies are encouraged to use this brochure as part of their recruitment efforts and also to supplement it with material featuring their specific mission, career opportunities, and unique selling points (i.e., upward mobility resources, onsite daycare, wellness programs, telework opportunities, etc.). The brochure can also be complemented with a customizable insert template so that departments can feature their mission statements, unique attributes and provide information specific to the positions for which they are recruiting.

Neutral Applicant Screening Criteria

When screening applications for positions under recruitment, care should be given to ensure the methods employed to determine which applicants move forward in the recruitment process are fair and free from bias. Applicant screening criteria should be based solely on the minimum qualifications listed for the classification and on the knowledge, skills, and experience necessary to perform the essential functions of the position as written on the duty statement. Utilizing arbitrary applicant screening criteria, such as the possession of a college degree when not required by all experience patterns in the classification specification, can unnecessarily and unfairly eliminate female candidates from moving forward in the selection process. Similarly, sorting candidates favorably by years of experience in a particular field or at a specified level beyond what is required to satisfy the minimum qualifications can also eliminate a larger proportion of female candidates compared to their male counterparts. In all phases of the hiring process, hiring managers and Human Resources professionals should ensure all applicant screening criteria are tied to the knowledge, skills, abilities and competencies needed to successfully perform the duties of the position.

Benefits

When an agency is actively recruiting employees it is important to highlight benefits that may be appealing to all employees and in some cases, especially to women. Organizations that are considered to be the best places to work are often identified as organizations that recognize the value and importance of being family-friendly. Pressures that come along with balancing work and family life can often be eased with the options of family-friendly benefits. Benefits such as maternity/paternity leave, job sharing, paid leave and other programs encourage positive employee satisfaction, engagement and retention.

Flexibility in the Workplace

The state offers civil service employees alternative work week and flexible work week schedules. Telecommuting has also allowed employees to manage their families. By creating more flexible work environments and a clear understanding of alternative work options, departments improve support for working employees.

Wellness Programs

Agencies may also provide wellness programs to all employees. These programs differ from department to department and promote healthy lifestyles to improve the physical health and mental well-being of the state workforce. Wellness programs may include quit smoking workshops, walking groups, lunchtime workouts, and seminars in how to eat healthily. They can encourage overall healthy living, which supports recruitment and retention in the workplace.

One example of a wellness program is Healthier U Connections. As part of a pilot program launched in 2012, CalHR and other state agencies partnered with the Service Employees International Union Local 1000, Kaiser Permanente, and Sierra Health Foundation. This service allows state employees to continually track health behaviors and access wellness resources such as healthy recipes, exercise videos, an Ask a Physician service, and more. Programs like this should be highlighted in recruitment efforts as they appeal to a diverse audience.

College Course Reimbursement

Agencies may offer college course reimbursement opportunities to help recruit and retain women in our workforce. Department training policies can support the overall growth and career advancement of state civil service employees.

Dependent Care Reimbursement/State On-site Programs

Childcare and Elder/Disabled dependent care are both benefits the state offers. Some departments offer on-site day care centers that assist their employees' work-life balance and improve overall retention. Employees can seek counseling regarding childcare and elder/disabled care by speaking with an Employee Assistance Program Counselor.

Focused Recruitment for Diversity that is Representative of the Labor Force

Where women are underrepresented within a state agency relative to the labor force, the agency is encouraged to develop a focused recruitment plan. This requires actively conducting outreach to community groups, associations, colleges and other public and private entities to reach women. In addition to including women in images used in marketing materials, specific focused recruitment strategies include ensuring there is diversity among the employees representing agencies at recruitment events and conducting outreach activities, and focused marketing efforts to women's professional organizations. Focused outreach and recruitment are intended to supplement—not to replace—general broad and inclusive recruitment and outreach efforts. Despite longstanding efforts to combat the thought that focused or targeted recruitment somehow violates the civil service hiring process, departments are encouraged to engage in strategic targeted recruitment to help improve the number of women in underrepresented classifications and/or occupational groups.

Media

Using various formats of media can also help agencies reach more women. If agencies are conducting recruitment efforts targeting women or are holding open houses for careers not traditionally associated with women, they should promote marketing efforts to various media outlets, including social media. This may increase outcomes and encourage women to apply.

Internships, Apprenticeships and Job Shadowing Opportunities

Some employees may be unfamiliar with the opportunities available in careers that traditionally include fewer women. Agencies can improve representation of women and concurrently build a strong pipeline for future incumbents by expanding skill development and promotional opportunities through internships, apprenticeships and job shadowing activities. Internships increase an agency's visibility with prospective applicant pools; apprenticeships support skill development and employees' upward mobility prospects, and job shadowing provides opportunities for employees to learn what it would be like to work in a particular classification. The state is piloting a new apprenticeship program that focuses on helping employees in clerical positions to move into information technology positions that have higher paying career ladders.

Diverse Hiring Panels

Agencies should endeavor to compile hiring panels thoughtfully so as to represent diversity of thought. Not only does a diverse panel reinforce the value the agency puts on inclusion, but also results in a more impartial hiring decision. Diverse hiring panels are the single best way to minimize the impact of first impressions and personal biases, resulting in hiring decisions based on applicants' skill sets, readiness and ability to perform the essential functions of the position. (For more information, please see "[Educate Hiring Managers about Unconscious Bias](#).")

Training and Development Opportunities

Agencies should strive to have current Individual Development Plans (IDP) complete for all employees with care given to what courses or other opportunities are planned not just in support of job performance improvement, but also with career development in mind. Specific activities and resources should be identified as part of the plans that will allow employees to achieve their performance objectives. In addition, training committees or coordinators should evaluate the training received by all employees to ensure women are receiving equivalent training and professional development opportunities as men. Training can assist with the development of skills needed to promote into higher paying classifications.

Upward Mobility

Upward Mobility is the planned development and advancement of employees in low-paying classes to entry level technical, professional, and administrative positions in state civil service. Because many women are in low paying classes, having an effective program gives more women opportunities to develop new skills and advance their careers. Agencies should have an active Upward Mobility program in place that aligns with Government Code section 19402, which states, "All upward mobility programs shall include annual goals that include the number of employees expected to progress from positions in low-paying occupational groups to entry-level technical, professional and administrative positions, and the timeframe within this progress shall occur." When setting annual goals, agencies may want to identify which of the low-paying classes have the highest percentage of women employees and focus career development resources on them.

Develop an Agency Culture that Emphasizes Work-Life Balance and Inclusion

A quality work-life balance is essential to ensuring positive employee satisfaction, engagement and retention. It is important for employees and management to be aware of the policies in place that encourage flexibility and work-life balance, and where feasible, agencies should consider telework, alternate work weeks and flexible schedules. Marketing the positive benefits and opportunities of work-life balance can help generate and sustain a desirable and accommodating workplace culture. Showcasing real employee testimonials is a powerful method to promote the effectiveness and value of work-life balance benefits.

Organizational inclusion is often considered in tandem with efforts to increase diversity. While diversity is the makeup of a workforce broken down by demographic factors such as gender, ethnicity and age, inclusion is described as an organization providing equal access to its opportunities and resources, as well as valuing the contributions made towards the organizational mission equally. Especially where increasing numbers of women may be

joining a traditionally male-dominated occupation, an inclusive workplace can mean the difference between increased turnover or lasting gains made in increased diversity. Inclusive workplaces foster innovation, engagement and empowerment.

Leadership Development and Succession Planning

Encourage and support women as leaders in agencies by providing a culture that values accountability, provides rewarding work, and models exemplary leadership. Many agencies offer leadership development opportunities. CalHR has redesigned its training for supervisors and developed a new program for new managers in accordance with recent statute changes requiring enhanced training for all new supervisors and managers. The training curriculum is based on leadership values and competencies that apply statewide. Like all career development opportunities, building leaders from within an organization is a great way to retain talent and create equal representation for all demographics, including women. Succession planning programs and mentoring opportunities are strategies to develop leaders at all levels of the organization. CalHR has developed workforce and succession planning programs in which departments tackle these and related issues in the process of creating their own workforce and succession plans.

Educate Hiring Managers about Unconscious Bias

Unconscious biases are assumptions, often unrecognized, that all individuals make about various social and identity groups. While our brains employ information sorting of this manner as a way to efficiently process the millions of individual pieces of incoming data, the reality and universality of unconscious bias plays a role in maintaining the current gender disparities in the workforce.

While awareness of the implications of unconscious bias on workforce composition is relatively new, the phenomenon of unconscious bias in general is considered a well-established concept. Evidence for unconscious bias can be found, and also controlled for, in other aspects of the recruitment process. As published in the “Proceedings of the National Academy of Sciences,” a Princeton University study found that when the names on application packages were submitted with a male name, the reviewing faculty participants rated the applicant more hireable and more competent than when they were asked to evaluate an identical application package submitted with a female name.⁸ A related experiment conducted by the United States Department of Agriculture (USDA) provides support for the universality of the conclusion reached in the Princeton University study, but also a possible strategy to mitigate the effects of unconscious bias. The USDA implemented a blind application process by removing the applicant names in the selection process for its Senior Executive Service class. The reviewing panellists were subsequently not able to make any conclusions regarding the gender or race of the applicants when evaluating their applicable professional experience. The results at the USDA were dramatic with a 41 percent increase in the number of women at the Senior Executive Service level

⁸ Science faculty’s subtle gender biases favor male students: Proceedings of the National Academy of Sciences October 2012, 109 (41) 16474-16479; DOI: 10.1073/pnas.1211286109.

between 2009 and 2015.⁹

To avoid inadvertently acting upon unconscious biases that may be tied to stereotypes based on gender when making decisions regarding hiring or promotion, organizations should take steps to educate their Human Resource professionals and hiring managers on the topic. As mentioned previously, diverse hiring interview panels are one effective way to limit the impacts of unconscious bias. Increasing self-awareness about the pervasiveness of unconscious bias can help ensure it does not interfere in decisions regarding access to training or other promotional opportunities. CalHR addresses this topic in its leadership trainings, which are mandatory for all newly appointed managers.

Mentoring Opportunities

Whether formal or informal, effective mentoring activities can positively impact the way women build their skill sets and view their readiness for promotional opportunities. Mentoring can facilitate open dialogue regarding career development, increase confidence regarding tackling new workplace challenges, and provide increased support for taking on stretch assignments and/or moving out of comfort zones. In addition to serving as advisors, mentors can also provide pathways for their mentees to gain exposure to new audiences and to exhibit competence in new settings. Particularly because women are far less likely to pursue advancement opportunities, mentorship can be a critical component in supporting their professional development and career growth.

The state has reduced the gender pay gap since 1989 by increasing the number of women in its workforce and hiring women into higher paying occupations. However, women are still underrepresented in state civil service relative to population, and female employees have yet to reach pay parity.

In support of department-level efforts, CalHR provides guidance at a statewide level through the State Recruiters Round Table bimonthly meetings and the Workforce Planning Quarterly Forums. Participation in both of these groups can help departments strengthen the connection between understanding their workforce demographics and creating effective recruitment strategies to source the candidates they need. Departments are encouraged to leverage the extensive information and resources CalHR maintains online regarding workforce and succession planning. These collective resources encourage department-level collaboration to bolster the connection between larger strategic efforts as a means to achieve desired recruitment outcomes.

In addition to recruitment efforts, CalHR also recognizes the importance of professional development in preparing employees for career advancement. CalHR will continue to provide a variety of professional development opportunities, and will seek additional courses to assist more women in our workforce with advancement into higher-paying careers as a strategy to close the gender pay gap. CalHR also is considering how it can incorporate these topics into statewide leadership development offerings. Departments are encouraged to explore opportunities to further raise awareness and develop their leaders' readiness to address these topics as management is in a unique position to bring about change in this area.

⁹ Joe Davidson, "Feds urged to fight 'unconscious bias' in hiring and promotions." Washington Post, April 14, 2016.

It is important that state agencies identify occupations where women are under-utilized, incorporate this data into their workforce plans and outline appropriate strategies to improve representation. CalHR is available to assist agencies with these efforts. The Office of Civil Rights and the Workforce Development and Selection Divisions of CalHR can provide support and consultation to help organizations evaluate current workforce demographics and develop strategies to improve representation.

Conclusion

Departments are encouraged to use the recommendations in this report to make their own progress in this area, as overall statewide trends are reflective of department-level efforts. To further enhance the impacts of implemented recommendations, departments should continue to raise leadership awareness of recruitment and hiring best practices, including the mitigation of unconscious bias and the support of inclusive workplaces.

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Attachment

California Civil Service Classifications Mapped to Occupational Groups

- [Link to Report 2 – State Classifications by Detailed 2010 Standard Occupational Classification \(SOC\) Occupational Group by Major SOC Group](#)
- This report lists all state classifications by their mapping to the 2010 SOC detailed, minor, and major group name and code that are used in this report.

Additional civil service statewide demographic reports are found on the [CalHR Statewide Reports page](#).